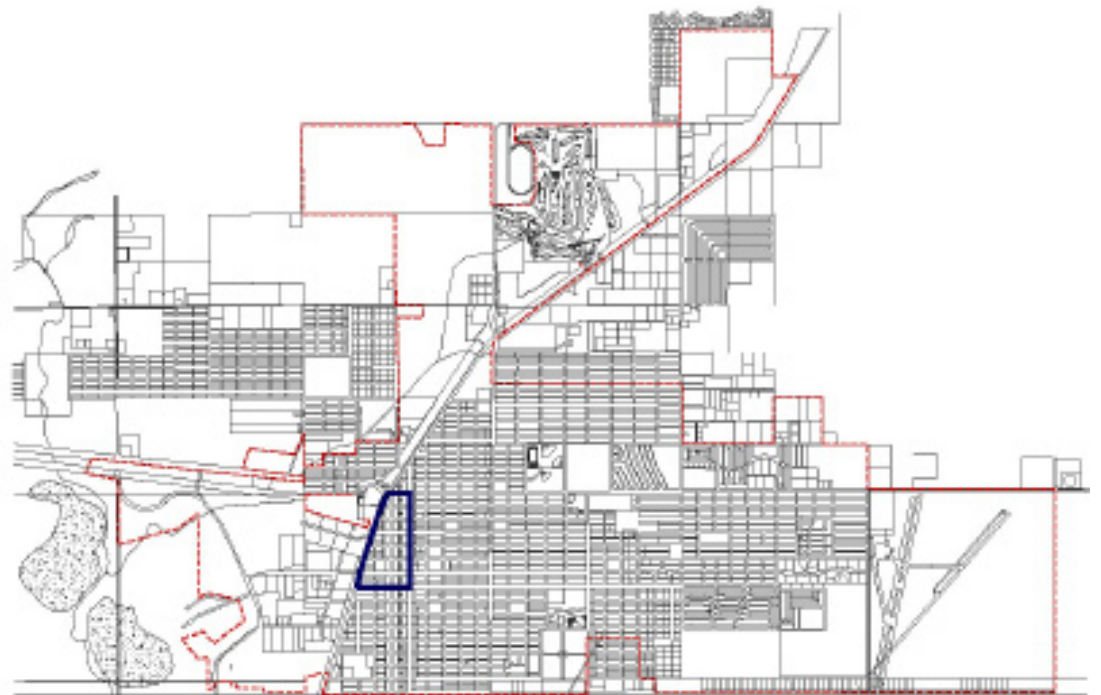
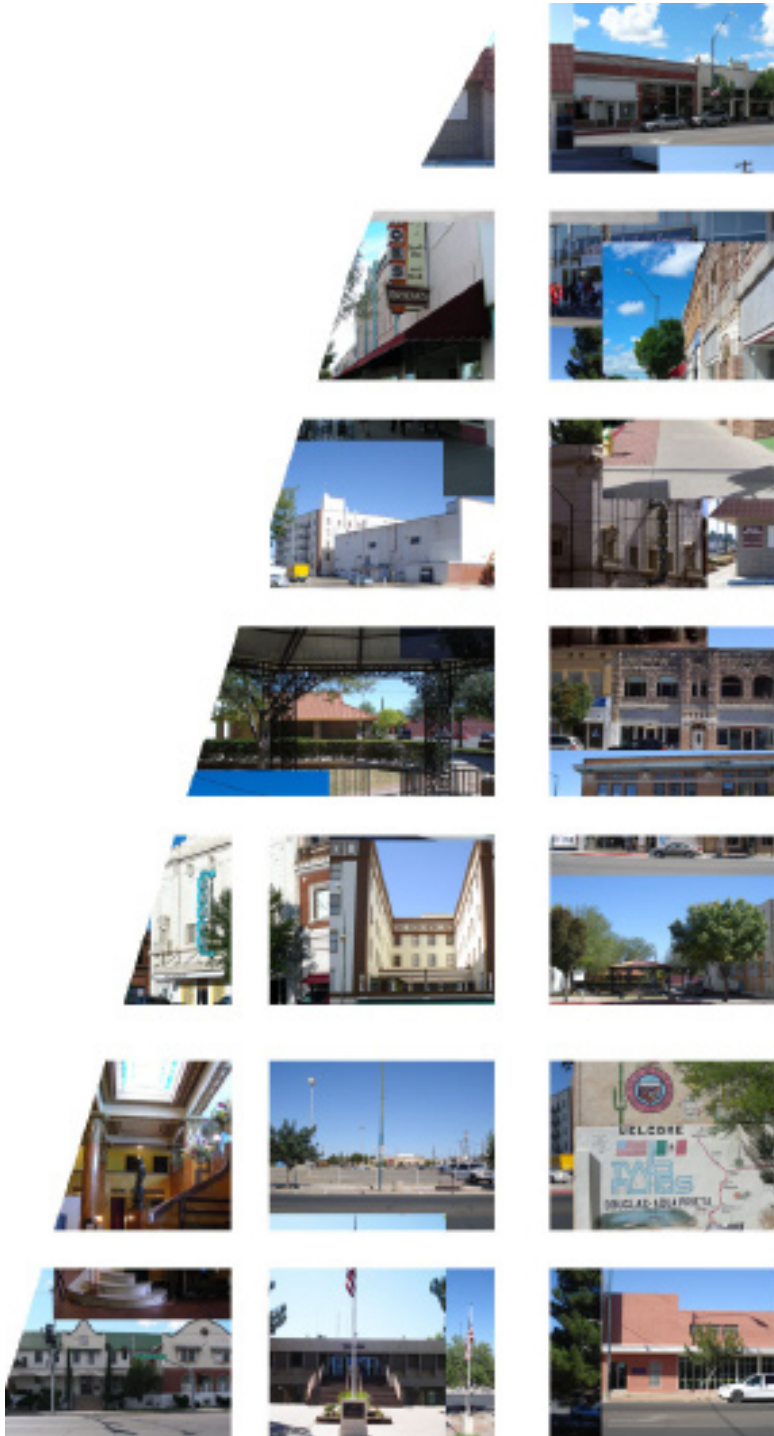


Downtown Douglas Revitalization Plan



The University of Arizona
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Credits

This plan was prepared by students in the University of Arizona Planning Degree Program, Projects in Planning course. Fall 2008.

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COVER

Downtown study area. Photos provided by Projects in Planning course students, 2008.

Douglas City map. Provided by the Department of Community Services, Douglas, AZ, 2008.

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Executive Summary

Downtown Douglas, Arizona, like many downtowns throughout the United States, has experienced a decline in popularity and fierce economic competition from modern retail outlets located elsewhere in town. The revitalization of Downtown has the potential to significantly enhance economic development and quality of life in Douglas, and therefore has been deemed a priority by City of Douglas staff. The Downtown Douglas Revitalization Plan begins with an inventory of the existing characteristics of the local and regional setting; it then outlines goals, objectives, and strategies for Downtown revitalization. The Plan also identifies organizational approaches, and funding resources, for implementation of the Plan.

The goals of the plan are presented in three categories: Economic Revitalization, Connectivity, and Heritage. These categories were developed to encompass the key components of creating a vital downtown: residential and commercial investment; pedestrian-friendly, easily accessible, inviting public spaces; and an emphasis on the history, cultural attractions, and unique regional setting around which a distinct Downtown identity can be crafted.

The Economic Revitalization section focuses on strategies to promote economic development Downtown, with an emphasis on the development of a vital local business community, as well as potential housing and mixed-use projects. To

this end, strategies for land use and market data analysis are suggested. The plan references both technical and financial resources for small businesses to begin to interact and thrive - an essential step towards an economically robust and diverse Downtown.

This section also presents a number of approaches to regulate parking Downtown as an increasing number of people are drawn there; many of these recommendations were informed by comments from current Douglas residents and business owners. Finally, the plan acknowledges the need for the creation of public space Downtown and describes the several plans for a civic plaza that have preceded work on this document.

Rather than suggest additional plans for civic plaza design, this section presents a step-by-step approach to the creation of a public realm that should precede the formal design of a plaza in order to minimize financial risk to the City and maximize the plaza's chances of success.

The strategies outlined in the Connectivity section promote pedestrian, bicycle, and automobile access to and within Downtown through enhanced signage and transportation infrastructure. In particular, enhancement of the current, informal pedestrian path that leads from the border with Mexico to Downtown is recommended. People traveling from the border represent enormous potential for increasing commercial and recreational activity Downtown. Suggestions for improved bicycle routes and infrastructure are also included.

This section also addresses the improvement and maintenance of streetscape elements in order to create inviting, walkable Downtown public spaces. An inviting streetscape encourages people to visit Downtown not only for retail opportuni-

ties, but also for recreational or leisure activities. Streetscape design strategies include safety improvements, beautification, additional public facilities, such as restrooms, and suggestions for environmentally sustainable design elements.

Finally, the History and Tourism section focuses on developing and enhancing tourist attractions to draw people to Douglas. This category suggests the creation of a cohesive identity for Downtown Douglas based on its many assets: its history, cultural attractions, and regional setting.

Strategies for promoting history and tourism in Douglas include instructions for developing a program to preserve and interpret historic attractions. The section also identifies potential regional recreation and eco-tourism attractions, and describes the process for developing tourism partnerships and opportunities for advertising Downtown Douglas as a destination. Regional and local partnerships, as well as secondary tourist amenities, such as lodging and restaurants, will be critical for developing a successful tourism and marketing program for Downtown Douglas.

All of the elements discussed in this section can also contribute to the development of a distinct identity for Downtown Douglas.

In addition to the goals, objectives, and strategies contained in these three sections, recommendations for an organization that will carry out the main revitalization effort follows in the Plan Administration section. An effective organizational approach is essential to the success of the Downtown Revitalization Plan.

Downtown Douglas contains many assets that represent significant potential for revitalization of the Downtown area into an economically vital, pedestrian-focused, unique public space. The goals in this plan have been developed with careful attention to Douglas's unique setting and circumstances, and, given hard work and involvement of all stakeholders, are realistically achievable. The resources most essential to revitalizing Downtown Douglas already exist: an active local government and a committed, core group of citizens who are striving to make their community a better place to live.

Resumen Ejecutivo

El Centro de Douglas, Arizona, es un distrito cuya vitalidad ha decaído debido a la competencia económica que presentan nuevos centros de venta, ubicados en la ciudad. Este proceso no es ajeno al de otros centros a lo largo de los Estados Unidos. Por ello, el personal municipal de la Ciudad de Douglas ha considerado prioritaria la gestión de un plan para fomentar el desarrollo económico y mejorar la calidad de vida sus habitantes. Este ‘Plan para la Revitalización del Centro de Douglas’ inicia con un inventario de las condiciones existentes en la ciudad y la región; luego propone metas, objetivos y estrategias e identifica los recursos necesarios para la administración e implementación del plan, desde fuentes de posible financiamiento hasta estrategias organizativas.

El plan presenta las metas bajo tres categorías: Revitalización Económica, Conectividad, e Historia y Turismo. Las tres categorías organizan los distintos elementos que compondrán una identidad para el Centro de Douglas. Entre estos componentes están: la creación de un Centro habitado, desarrollo residencial y comercial, peatonización y accesibilidad, espacios públicos atractivos. Además, se enfatizan el contexto regional, la historia, y las atracciones culturales particulares a Douglas.

La sección sobre Revitalización Económica se concentra en estrategias para promover el desarrollo económico del Centro. En términos generales, se enfatizan la necesidad de crear una comunidad

empresarial local y la de desarrollar proyectos de uso residencial y múltiple. Así, se presentan recomendaciones para realizar estudios de uso del suelo y mercado. Se incluyen también posibles recursos técnicos y financieros para que pequeños empresarios puedan salir adelante en conjunto. Este es un paso primordial para cimentar un desarrollo económico más fuerte en el futuro.

La primera sección también presenta alternativas para regular el estacionamiento vehicular previsto en el Centro. Se debe destacar que varias de ellas toman en cuenta recomendaciones de los habitantes y negociantes. Finalmente, se abarca la necesidad de crear un espacio público, una plaza

central, para el cual han existido alternativas anteriores (Apéndice: Programas existentes-Ciudad de Douglas). Sin embargo, el diseño urbano requiere una inversión alta, de mucho riesgo. Por ello, en lugar de presentar un diseño final para la plaza, se presentan los pasos secuenciales que pueden orientar el éxito del espacio con inversiones menores en el tiempo.

Las estrategias en la sección de Conectividad buscan fomentar el ingreso y circulación en el Centro tanto para peatones y ciclistas cuanto para vehículos. Se presentan alternativas para inclusión de señalización e infraestructura. Asimismo se detallan sugerencias para incluir ciclovías. Adicionalmente, se pone atención sobre el potencial que tiene el camino peatonal entre el Centro y la frontera con México. Este camino se ha desarrollado de manera informal, al institucionalizarlo y mantenerlo, se convertiría en un corredor para atraer mayor cantidad de usuarios.

Esta sección también desarrolla alternativas para mejorar y mantener los frentes de acera para crear

ambientes caminables en el Centro. Así, se permitirá a los transeúntes disfrutar de una caminata más placentera. El mejoramiento de las aceras incluye estrategias para aumentar su seguridad y apariencia física, así como la incorporación de baterías sanitarias. También se sugiere la utilización de la acera para elementos de diseño sostenible y proyectos comunitarios.

Finalmente se encuentra la sección de Historia y Turismo. Esta se encarga de desarrollar estrategias para la valoración y promoción de atracciones turísticas que puedan atraer visitantes a Douglas. Estas estrategias sugieren la creación de una identidad colectiva para el Centro basada en los valores del lugar: historia, atracciones culturales y contexto regional.

Ciertas estrategias identifican sitios históricos y proponen indicaciones para desarrollar programas de conservación e interpretación de dichas atracciones. En esta sección también se localizan posibles oportunidades de recreación ecoturística a nivel regional con procesos para fomentar

convenios de cooperación y promoción de Douglas como destino turístico. Los convenios locales y regionales, así como actividades turísticas menores, son cimientos para un programa exitoso de promoción turística en el Centro de Douglas.

A continuación de las categorías descritas se encuentra una sección sobre la Administración del Plan. Se recomiendan estrategias para la creación de un ente organizativo con la potestad para llevar a cabo las metas y objetivos del Plan de Revitalización.

El Centro de Douglas incluye varios activos con gran potencial para apoyar a la revitalización del Centro y convertirlo en un área pública, caminable y económicamente activa. Cada una de las metas descritas en el plan ha sido desarrollada tomando en cuenta el contexto específico de Douglas y las posibilidades reales para su ejecución. Cabe indicar que Douglas ya cuenta con un gobierno local muy activo y un grupo de ciudadanos altamente comprometidos con su comunidad. Estos son los recursos más indispensables para poner en efecto cualquier esfuerzo de revitalización.

“The heart of Douglas is an accessible, livable,
and traditional Downtown where two communities
interact and prosper. “

This is a vision for a revitalized Downtown Douglas. This plan is not intended to change the identity of Downtown Douglas; rather, it aims to enhance the unique features of the area, to make Downtown more accessible, and to emphasize Douglas’ unique history.

Introduction

The City of Douglas, Arizona is a historic community located along the United States border with Mexico. This location offers many unique opportunities for the city; however, like many small cities, the Downtown area has seen a decline in vitality over the past half-century. Many small cities have been working to reinvent and adapt traditional downtown areas to the changing lifestyles of community residents. The City of Douglas has recognized the importance of a vibrant downtown, and is taking important steps to renew the Downtown area.

This Downtown Revitalization Plan will lay the groundwork for an organized, meaningful approach to the revitalization process. The Downtown Revitalization Plan was prepared by graduate students in the University of Arizona Planning Degree Program in partnership with the City of Douglas Department of Community Development. It has been created with input from local stakeholders, city officials and planning professionals. The Plan is a living document, capable of

incorporating the goals and objectives of future stakeholders. Alternative strategies are described for meeting the goals and objectives identified in the Plan, allowing flexibility in implementation. Citizens and city officials should use the Plan as a reference tool, to guide the revitalization process and stimulate innovation in the Downtown area. The success of the Plan depends on the continued engagement of local stakeholders, for whom the Plan was created.



Figure 1. Downtown Study Area
Source: Tasha Krecek (2008)

Methodology

Background

There are a variety of frameworks for downtown revitalization. Several alternatives are summarized in Appendix B.1 (Review of Downtown Revitalization Methods). One popular and successful downtown revitalization program is the National Trust for Historic Preservation's Main Street Program (MSP). The MSP is organized around four main points for revitalization: organization (having a formalized body overseeing projects), promotion (advertising and increasing downtown's profile), design (making downtown physically attractive), and economic restructuring (revamping old

buildings for contemporary uses so that locating and staying downtown is a viable option for businesses). While this plan does not adhere to the framework of the Main Street Program, most of the recommendations contained in this plan could be successfully integrated into the Main Street Program in the event that such a program is started in Douglas. Guidance from other programs (Appendix B.1: Review of Downtown Revitalization Methods) should be instrumental in implementation of the Downtown Douglas revitalization plan, but public input from local

stakeholders is an equally important component of crafting a successful set of revitalizations strategies. Rather than recommending that Douglas follow a particular model for downtown revitalization, this plan employs an open-ended process to arrive at goals, objectives, and strategies for revitalizing Downtown Douglas.

Chronology

The methodology used in crafting this plan involved several steps. The Downtown Douglas

Revitalization Plan was created by graduate students from the University of Arizona's Planning Degree Program, with assistance from the City of Douglas and Douglas residents.

Prior to the involvement of university students in developing the Plan, the City of Douglas negotiated a draft working agreement with Dr. Barbara Becker, then head of the University of Arizona's Planning Degree Program. Starting in August of 2008, scoping was initiated for this plan by the Planning Degree Program students and their faculty advisers. A series of presentations was made by guest speakers involved with projects in Downtown Douglas (Table 1).

In preparation for drafting the Plan, the students assessed the existing conditions of the south-eastern Arizona region and the City of Douglas (see Existing Conditions section). Information about existing conditions was gathered from a review of pre-existing plans and policies (e.g. Douglas General Plan), newspaper articles, government references, site visits, and other sources about the region around Douglas and Downtown. To provide insight into the current

capacity for commercial, residential, and mixed-use development Downtown, a detailed physical survey was conducted for the Downtown Douglas Study Area. This data was then combined with information provided by the City of Douglas and the Cochise County Assessor.

Public input about existing conditions was gathered at the first public meeting (Table 2). Attendees at the public meetings included local business owners, government officials, and concerned residents.

Date	Speaker	Affiliation
29-Aug	Kendall Bert	TREO
	Maria Masque	The Planning Center
5-Sep	Chuck Ebner	City of Douglas
12-Sep	Marty McCune	Skylark Consulting
	David Wald-Hopkins	Burns Wald-Hopkins Shambach, Architects
22-Sep	Peter Douglas	PKOR Real Estate
3-Nov	Mary Reynolds	RMA Consulting

Table 1. In-class Guest Speakers
Source: Joanna Bate (2008)

Date	Meeting	Location	Attendance
Sep-17	1st public meeting	Douglas City Hall	16
Oct-30	2nd public meeting	Douglas City Hall	10
Dec-09	3rd public meeting	Douglas City Hall	15

Table 2. Public Meeting Schedule
Source: Joanna Bate (2008)



Figure 2. Presentation of Existing Conditions
Source: Eva Cosyleon (2008)

At the first public meeting, the students presented the information that had been collected about existing conditions in Douglas and in the Douglas region (Figure 2).

Following the presentation, the students received comments and suggestions from the attendees in response to a series of open-ended questions about the challenges and opportunities for Downtown revitalization (Figure 3). The attendees identified several challenges for Downtown businesses that the students were not



Figure 3. Presentation of Existing Conditions
Source: Eva Cosyleon (2008)

aware of, such as parking restrictions and building square footage. Also, the attendees described their ideas for improving Downtown Douglas.

A set of alternatives was then assembled for the various issue areas of downtown revitalization, and these were presented at a second public meeting of citizen stakeholders. At the second public meeting, the students provided interactive displays of recommendations and alternatives (Figure 4) and collected stakeholder comments about current issues and opportunities relevant



Figure 4. Second Public Meeting
Source: Irene Ogata (2008)

to the Downtown Revitalization Plan (Appendix A: Notes from Public Meetings).

The students also collected input from attendees about the vision statement and goals for Downtown at the second meeting. Input from public meetings was combined with guidance from the literature and incorporated into a series of goals, objectives, and strategies for the revitalization of Downtown Douglas (Action Plan section).

Existing Conditions

The regional setting of Douglas, Arizona, provides important context for the Downtown Revitalization Plan. The history and geography of the region draw tourists and provide educational and recreational opportunities for residents. Additionally, while Douglas' U.S.-Mexico border setting has historically led to cross-cultural exchanges, the expanding presence of the U.S. Border Patrol and physical infrastructure has significant impacts on the social and economic situations of border communities.

Downtown revitalization plans must also consider regional transportation options, the current economic and demographic trends and land use context. These elements are discussed below.

History

Cochise County and the City of Douglas have a rich and storied history. Cochise County was founded in 1881. The name originates from the legendary Chiricahua Apache war chief named Cochise. The infamous, feared Cochise made his stronghold in the Dragoon range of mountains in

what is now Cochise County. It was not until this war chief was starved out of his stronghold and killed that the County started its latest chapter in history.

The modern history is said to have begun with the discovery of copper mines in 1878 near Tombstone. The end of the Apache era and the start of the copper mining era marked a new beginning for Cochise County.

The City of Douglas was established in 1900 and named after the president of the Phelps Dodge Corporation, Dr. James Douglas. Douglas became

a hub for copper production after facilities in nearby Bisbee, Arizona could no longer handle the demand. Two major copper smelters began operations in 1902, both owned and operated by the Phelps-Dodge Corporation. Over half of Arizona's copper was being processed in Douglas smelters at the beginning of World War I. After smelting operations ceased in the 1980's, Douglas began capitalizing on its historical, architectural, and cultural heritage. The physical impact of the smelting operation can be seen on the landscape.

Many sightseeing opportunities are available to citizens and visitors of the town in addition to outdoor recreation and shopping. The following are significant historical assets of Downtown Douglas and Cochise County.

Date	Event	Source
Pre-Territorial	American Indian tribes in the area	
1880s	Large cattle ranches started	(Arizona Handbook)
1900	Phelps Dodge establishes smelter	(City of Douglas, 2007)
1901	Town Hall built (has been town hall, church, library, school, currently an art gallery)	(Arizona Handbook)
1902	Douglas Dispatch established	(Cochise Genealogical Society, 2008)
1902	"First motor car put into service as a taxi in Douglas"	(Cochise Genealogical Society, 2008)
1902	"First organized sport in Douglas was tennis"	(Cochise Genealogical Society, 2008)
1902	"Douglas got its first Fire Department - a hose cart and was pulled by several men"	(Cochise Genealogical Society, 2008)
1903	"Methodist Episcopal Church organized in Douglas"	(Cochise Genealogical Society, 2008)
1905	City incorporated	(Cochise Genealogical Society, 2008)
1908	Douglas/Williams House built	(Arizona Handbook)
1908	Gadsden Hotel grand opening	(Cochise Genealogical Society, 2008)
1911	"Mexican rebels and Federals battle in streets of Agua Prieta and bullets cross the border into the City of Douglas where four citizens are wounded"	(Cochise Genealogical Society, 2008)
1912	Arizona statehood	(United States Census Bureau)
1913	Railroad Depot built	(Arizona Handbook)
1913	Planes used in the Mexican Revolution come to Douglas	(City of Douglas, 2007)
1919	Grand Theater Built	(Grand Theatre, 2008)
1929	Airport begins operation	(Cochise County Historical Society, 2008)
1930	Named by Ripley's Believe it or Not as having the only city block in the world with a church on each corner	(Arizona Handbook)
1933	Eleanor Roosevelt dedicates Douglas airport as first international airport in the United States	(Cochise County Historical Society, 2008)
1983	Miners strike	(Wikipedia, 2008)
1983	State Prison opens in Douglas	(Arizona Department of Corrections, 2005)
1987	Phelps Dodge closes	(City of Douglas, 2007)

Table 3. Douglas Historical Timeline
Source: Adrienne Ashford (2008)



Figure 5. Gadsden Hotel
Source: Eva Cosyleon (2008)

Gadsden Hotel

One of the treasures of Cochise County and Douglas is the Gadsden Hotel, the “last of the Grand Hotels” and a National Historic Monument. This hotel and tourist attraction is named for the landmark Gadsden Purchase of 1853. The hotel opened before Arizona was a state and quickly became a place of importance for cattlemen, miners, ranchers, travelers, and businessmen alike. The Gadsden Hotel stands five stories tall and contains 160 rooms (Figure 5). Many movies have been filmed here, and numerous well-known guests, such as Eleanor Roosevelt, Lee Marvin, and Shelly Winters have frequented the hotel. It also boasts the first manual tele-



Figure 6. Grand Theater
Source: Brean Dyer (2008)

phone switchboard in Arizona history. The Gadsden was rebuilt after a fire in 1929 and remains a historic icon in Downtown Douglas.

Grand Theater

Built in 1919, the Grand Theater has set the stage for many acts, including Ginger Rogers and John Philip Sousa (Figure 6). During its heyday, it was considered one of the largest and most celebrated theaters in the western United States. The theater originally included a tearoom, a candy store, and a barber shop. In addition to the live shows it has hosted, the Grand Theater has also been the set for multiple movies and even high school graduations. In 1976, the Grand



Figure 7. Douglas/Williams House
Source: Brean Dyer (2008)

Theater was added to the National Register of Historical Places.

Douglas/Williams House

This building was placed on the National Register of Historic Places in 1986 and is now owned and operated by the Douglas Historical Society. Figure 7 shows the house in its current use as headquarters for the Douglas Historical Society, which aims to preserve the history of the Douglas area. The Douglas/Williams House was built by the son of the City of Douglas’ founder, James S. “Rawhide Jimmy” Douglas, in 1908. The original site included a carriage house, a chicken house, a stable, and a tack room. The house was



Figure 8. Railroad Depot
Source: Brean Dyer (2008)

built in “Colonial Revival” style and totals 4,500 square feet. It presently displays original furnishings, including a piano and a roll-top desk used by the Douglas family.

El Paso and Southwestern Railroad Depot

The current home of the Douglas Police Department is also one of the region’s historic buildings. The El Paso and Southwestern Railroad Station was built in 1913 as a passenger depot for the railroad. The site enjoyed a boom during World War I and World War II. During these periods of history, many passenger and troop trains made stop-overs in Douglas. Waning demand for freight and passenger trains resulted in the abandonment of the tracks in 1961. However,

the building maintains its early 1900’s central rotunda appearance, as shown in Figure 8.

Slaughter Ranch Museum

John Slaughter, a sheriff of Cochise County, bought the San Bernardino Ranch in 1884. This ranch was developed into the quintessential Southwestern cattle ranch, about 15 miles east of Douglas. As a rancher, Slaughter had to deal with the Chiricahua Apache Indians who used his ranch as their crossing point between the United States and Mexico. In *Arizona*, Marshall Trimble credits Slaughter with ending livestock rustler activity in southeastern Arizona (Trimble, 1989). Slaughter Ranch today is coined as the “Gateway to the Old West.”

Douglas International Airport

The Douglas International Airport was the first international airport in the Americas, and it was considered the finest airport in Arizona in the early 1900’s. In 1913, planes that were used in the Mexican Revolution landed in Douglas. After World War I, a dirt runway was built connecting Douglas and Agua Prieta, Mexico. It was also the first airport to have night-lights. Over the years, it attracted commercial airlines, such as American and Frontier Airlines, none of which operate there today.

The region’s history will continue to play an important role in downtown revitalization.

Natural Environment

Douglas, Arizona, is surrounded by diverse habitats and wildlife, making it an ideal destination for outdoor recreational activities. Douglas lies in the Sulphur Springs Valley, between the Driehoon and Mule Mountains to the west, and the Chiricahua, Swisshelm, Pedrogosa, and Perilla Mountains to the east. A regional map of these sites is shown in Figure 9. Douglas rests at an elevation of 3,990 feet, in the Chihuahuan/Sonoran Semi-Desert Grassland (City of Douglas, 2008).

The Chihuahuan Desert Scrub vegetation community borders the Semi-Desert Grassland. The region's semi-arid climate produces hot summer days, moderate winter days, and low humidity, which attracts winter visitors, outdoor recreation enthusiasts, and technological industries alike. Douglas receives an average of 14 inches of rain annually, most of which occurs in July, August, and September (Desert Research Institute Western Regional Climate Center, 2008). The region experienced a drought from 1995 and 2006, with limited gains between 2006 and 2008 (NOAA, 2008).



Figure 9. Map of Douglas Region
Source: Joanna Bate (2008)



Figure 10. Chiricahua National Monument
Source: Tom Dempsey (2008)



Figure 11. Whitewater Draw
Source: T. Beth Kinsey (2006)

Regional natural features include the neighboring mountains in Southeastern Arizona, and the Sierra Madre Occidental, which is located across the U.S.-Mexico border southeast of Douglas.

The Ajos-Bavispe National Forest and Wildlife Refuge is located southwest of Douglas in Mexico. Nearby regional parks include the Chiricahua National Monument (Figure 10), Coronado National Memorial, Cochise Stronghold, and the San Bernardino National Wildlife Refuge. Whitewater Draw (Figure 11), an intermittent stream running north to south just west of Douglas, provides important habitat for Sandhill Cranes, waterfowl, and numerous terrestrial species including the most stable known population of the declining Arizona Plains Leopard Frogs (Arizona Game and Fish, 2008).

A local historical site, Slaughter Ranch, has a pond that provides habitat for waterfowl, rails, and wetlands birds (Slaughter Ranch website, 2008).

Ranching has played an important role in southeastern Arizona for many years. The Malpai Bor-

derlands region extends east from Douglas, across the Peloncillo Mountains, into southwestern New Mexico (www.malpaiborderlandsgroup.org), as shown in Figure 12. A group of ranchers, scientists, and agency managers have formed the Malpai Borderlands Group, a non-profit organization, to protect and manage the area.

The region around Douglas provides important habitat for many plants and animals. Burrowing owls and pronghorn antelope live in the grasslands that surround the city. Small mammals common to the region include the black-tailed jack rabbit, spotted ground squirrel, kangaroo rats, badger, and coyote (Environmental Assessment, 1997). Amphibians and reptiles are more prevalent than mammals in the Chihuahuan Desert Scrub vegetation community, including the Texas banded gecko, roundtail horned lizard, spiny lizards, Trans-Pecos ratsnake, Western hooknose snake, and Mohave rattlesnake (Environmental Assessment, 1997). A wide variety of birds winter in the Sulphur Springs Valley alongside permanent residents. Jaguars, a federally listed endangered species, have been sighted north of the U.S.-

Mexico border, and jaguar habitat is protected in northern Mexico on several public and private reserves (The Nature Conservancy, 2008). Hunting and fishing areas exist in the mountains and lakes on both sides of the border (Douglas Perspectives, 2007).

The Semi-Desert Grassland consists of short grasses intermingled with large, well-spaced scrub-shrub perennials. Shrub species may include mesquite, one-seed juniper, graythorn, and Mormon tea. Cacti, such as the barrel cactus and the prickly pear, are also common. The Chihuahuan Desert Scrub vegetation community is dominated by creosote bush, tarbush, and whitethorn acacia. Native plants can be used in landscaping to reduce the spread of non-native invasive species (See Appendix I.4: Sustainable Design Resources for a list of plants native to the Douglas area).

Douglas lies in an ideal natural setting to draw visitors and residents who enjoy recreational activities. Douglas' Downtown has the potential to draw in numerous people who come to the region for these natural amenities.



Figure 12. Malpai Borderlands Region
Source: Malpai Borderlands Group (2008)



Figure 13. Mural in Downtown Park
Source: Eva Cosyleon (2008)



Figure 14. Mural in Downtown Park
Source: Tory Foster (2008)

The Border

Douglas shares a border with the City of Agua Prieta, Sonora, Mexico (with an estimated population between 60,000 and 150,000 people, according to the *Douglas Perspective 2007-2008*). The border with Mexico is a distinctive physical and cultural landmark, and in many ways uniquely defines Douglas. Economic development, tourism, cultural influence and exchange, the built and natural environment, demographics, and local politics are all strongly influenced by Douglas' position as a border town.

The City of Douglas takes pride in its geographic and cultural location, and has promoted itself as "the premier Southwest border community" and as a "cultural crossroads," as portrayed in downtown murals (Figure 13, Figure 14).

The concept of a "friendly border" between the two cities has its roots in a long history of cultural exchange that continues even within the constraints of a more rigid border infrastructure than has previously existed.

Border Crossings

The Douglas Port of Entry is located at First Street and Pan American Avenue, approximately eight city blocks south of Downtown Douglas. The large number of people who cross the border from Mexico into Douglas to shop, dine, and recreate represent an enormous opportunity for economic development in Downtown Douglas.

Planning for an additional Port of Entry, to be located west of the current port, is currently underway. According to Victor Gonzalez, Economic Development Director of the City of Douglas, "The expanded port will consist of commercial crossings for trucks, west of Pan American Highway. The existing port will be reconfigured to encompass a larger footprint for pedestrians, vehicles, administrative buildings, etc as a result of the relocation of the commercial activity" (2008). The shifting of truck traffic to the new port, as well as the increased emphasis on pedestrian traffic at the current crossing, will likely contribute to an increase in pedestrian traffic from the current Port of Entry to Downtown.

Between 2000 and 2006, an average of more than 6.1 million people per year crossed from Agua Prieta into Douglas via the pedestrian walkway at the Port of Entry; an average of 2.2 million vehicles entered Douglas from Mexico during the same time period (nearly 17,000 pedestrians and 6,000 vehicles per day). In 2006, the most recent year for which complete numbers are available, the total number of individuals crossing the border at the Douglas Port of Entry was over five million, three million of whom were non-U.S. citizens (See Figure 15).

The City of Douglas has been a focal point for border activities, legal and otherwise, since the time of its founding. When the U.S. Border Patrol (USBP) was established in 1924, Congress identified Douglas as one of the initial locations for border inspection and patrol (U.S. Border Patrol, 2008). Although Douglas and Agua Prieta have changed considerably in the past 80 years, the Douglas Port of Entry and the surrounding countryside remain a hub of legal and illegal cross-border activity and Border Patrol enforcement.

As the law enforcement arm of the Immigration

and Naturalizations Service (INS), the U.S. Border Patrol's mission is to maintain "operational control" of the border; to apprehend terrorists and weapons attempting to enter the U.S. illegally; deter illegal entries through enforcement operations; detect and apprehend smugglers of humans, drugs and other contraband; and reduce crime in border communities in order to improve quality of life (U.S. Border Patrol, 2008).

Border Patrol operations along the Mexican border are administered through nine regional offices stretching between California and Texas. Douglas is within the Tucson sector, the busiest of the nine sectors in terms of apprehensions made and the amount of narcotics seized (Nunez-Nito and Kim, 2008). The Tucson sector currently deploys more than 2,600 agents to patrol 262 linear miles of border (U.S. Border Patrol, 2008). The Tucson sector is subdivided into three corridors and eight operational stations.

The Douglas Station Area of Operation covers approximately 20 linear miles of the international border and encompasses approximately 1,019

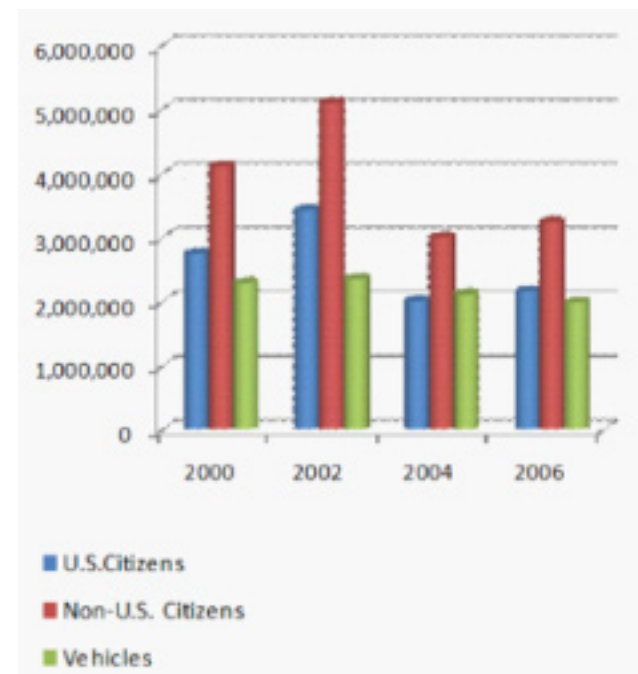


Figure 15. Annual Border Crossings, Mexico to United States, 2000-2006
Source: Douglas Perspective, 2007-2008, Cochise College Center for Economic Research, United States Border Patrol



Figure 16. Border fence construction near Douglas Border Patrol station (photo)

Source: Taylor Collins (2008)

square miles of rugged Southwestern desert (GSRC, 2003). The Douglas Station leads the Tucson sector in illegal traffic, both human and narcotic, making this stretch of desert the busiest along the entire U.S.-Mexico border. Due to the volume of illegal activity centered around Douglas and Agua Prieta, the Douglas Station now employs approximately 550 agents, a dramatic escalation from the force of just 25 agents based there ten years ago (LoMonaco, 2006). The larger scale of Border Patrol operations in the Douglas Area of Operations necessitated the construction of a new USBP Station west of Douglas at 1608 North Kings Highway. The increased Border Patrol presence in Douglas corresponds to the nationwide escalation of Border Patrol activity in recent years, a trend expected to continue for the foreseeable future.

The recent effort to secure remote areas of the U.S.-Mexico border is a response to increased illegal migration, the result of economic restructuring on both sides of the border, and concern for international terrorism after the attacks of 2001. In 2006, Congress approved the Secure

Fence Act, which directed the Department of Homeland Security to construct physical barriers and deploy tactical infrastructure including lighting, cameras and sensors along five stretches of the border. Douglas is included in a 370-mile stretch from Calexico, California, to Douglas itself (Nunez-Nito and Kim, 2008). As a priority area, the Arizona border infrastructure was to be completed by May 2008, although legal challenges related to environmentally sensitive lands along the border have delayed infrastructure construction in some areas.

Increasing militarization of the U.S.-Mexico border presents an enormous challenge for the cities of Douglas and Agua Prieta. Long-standing social and economic ties between the two cities are likely to come under increasing strain as national and international issues beyond local control are played out along the thin strip of land that separates the two nations. The infrastructure being created to divide Douglas and Agua Prieta is a formidable physical barrier, but is by no means a permanent solution to the social and economic problems it is intended to address. Business and

family connections continue to link the two cities and ensure that attempts to maintain a friendly border will continue regardless of the physical barrier that divides this border community.

Transportation

Douglas, Arizona is connected to surrounding communities by way of four major highways. U.S. 191 begins south of Douglas at the border with Mexico and continues north through Elfrida 67 miles to Interstate 10. State Highway 80 extends west from Douglas and passes through Bisbee and Tombstone, eventually joining Interstate 10 in Benson, 81 miles from Douglas. State Highway 80 also connects to State Highway 90, which runs through Sierra Vista to Interstate 10, and to State Highway 83. South of Douglas, in Mexico, Highway 15 runs east-west through Agua Prieta and turns west of Agua Prieta to become a north-south route connecting northern Sonora with Hermosillo, Guaymas, and other southern Sonora cities. Figure 9 shows how these highways intersect in the Douglas area.

Demographics

Population

In 2007, the City of Douglas had an estimated population of 18,152 people, with 137,200 in Cochise County, and 6,500,194 in the state of Arizona (Table 4). Population estimates for Douglas' sister city of Agua Prieta, Mexico, vary widely based on the source. The Arizona Department of Commerce estimates Agua Prieta had 110,000 people in 2007 (Table 4). According to the U.S. Census, 86% of Douglas residents identify themselves as Hispanic or Latino, compared with 30.7% of Cochise County residents, and 25.3% of Arizona residents (Figure 17).

Age of Residents

The Cochise College Center for Economic Research estimated that in 2006, 33% of Douglas residents were under 17, 35% were between 18 and 44, 16% were between 45 and 59, 10% were between 60 and 74, and 6% were over the age of 75 (Figure 18).

Table 3. 2007 Population Estimates	
Douglas	18,152
Agua Prieta	110,000
Cochise County	137,200
Arizona	6,500,194

Table 4. Population Estimates, 2007
Source: Arizona Department of Commerce (2008)

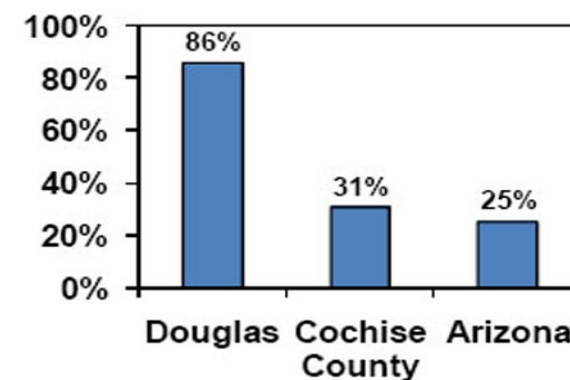


Figure 17. Hispanic/Latino Population, 2007
Source: Douglas Perspective, 2007-2008

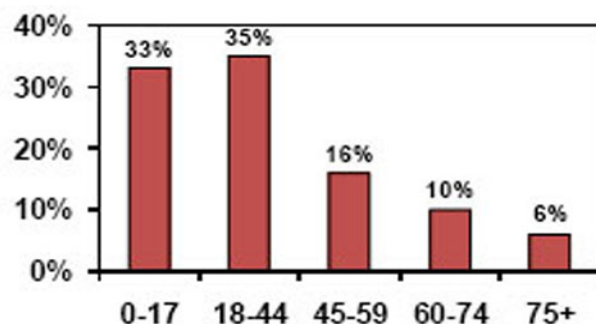


Figure 18. Douglas Population Distribution, 2007
Source: Douglas Perspective, 2007-2008

Economic Development

Regional Initiatives

There are currently several ongoing regional initiatives that may be useful for increasing economic activity in Downtown Douglas. One such initiative is the Cochise County Enterprise Zone, which is part of the larger State of Arizona Enterprise Zone Program of the Arizona Department of Commerce. Small, non-retail businesses (less than 200 employees) locating within this Enterprise Zone may be eligible for income or pre-

mium tax credits, and small businesses with less than 100 employees may be eligible for property tax benefits (AZDOC, 2008). The Enterprise Zone can be used as a leverage point for attracting other resources to support future commercial development in Douglas.

City of Douglas staff members are part of an international team including the Department of Homeland Security and other Mexican and American agencies working on plans for a new port-of-entry (POE) configuration. A feasibility study has been conducted for the POE project, and the project is currently in the project development phase, which includes searching for funding (Gonzalez, 2008).

The designation of Douglas as the Eastern corridor of the CANAMEX North American trade corridor (which connects Canada, the United States, and Mexico) presents an opportunity for Douglas to increase its role as a gateway between the U.S. and Mexico. International trade is expected to shift to Douglas from more congested ports-of-entry (POEs) such as those in Nogales (Hill, 2008). The City of Douglas has been collaborat-

ing with other organizations to design a new commercial POE, in anticipation of this increase in commercial traffic (more information on this can be found in the Border section of this chapter).

The Cochise College Center for Economic Research also runs a county-wide economic development program: the Cochise College Small Business Development Center (SBDC), which provides a “variety of free services and referrals to small-business owners and entrepreneurs in Cochise County” (www.cochise.edu 2008).

City of Douglas Initiatives

While businesses within Douglas can take advantage of the regional initiatives discussed previously, local businesses can also benefit from local initiatives put forward by the City of Douglas.

In addition to working on the port-of-entry reconfiguration, the City of Douglas Department of Economic Development is working to strengthen existing businesses and bring new investment to

downtown Douglas. By assisting local businesses with planning and development strategies, the City has helped identify obstacles to these businesses' success (Gonzalez, 2008).

After identifying restrictive zoning regulations as an obstacle to downtown redevelopment, the City of Douglas hired the Planning Center, a Tucson-based planning firm, to design a Mixed Use Overlay Zone and District. Mixed-use developments are developments that include both commercial and residential components, and this zone was established to allow the restoration and reuse of two-story buildings that were formerly used for residential purposes Downtown. After the Mayor and Council adopted the Overlay zone and district, along with an associated General Plan amendment, many restrictions on tenancy were lifted for these multi-story, potentially multi-use buildings downtown.

The City is also currently planning a Governmental Plaza in downtown Douglas, which would provide office space for multiple American and Mexican governmental agencies. Recommen-

dations for the development of this Plaza are provided in the Economic Revitalization Section within the Action Plan section.

Other Community Initiatives

Another initiative, which is geared towards the rehabilitation of a historic downtown structure is the privately-initiated campaign to renovate the Grand Theatre. This elegant building was once billed as the "finest theater between San Antonio and Los Angeles," but fell into disrepair after closing in 1958. Since 1983, the all-volunteer Douglas Arts and Humanities Association has been working to raise the estimated \$2.2 million to restore the theatre to its former glory (www.grandtheatredouglas.org, 2008). Figure 19 shows the current external condition of the theater. Once restored, this theater will be a valuable attraction for Douglas' residents and visitors alike.

Downtown Businesses

According to the 2007 list of registered businesses in Douglas, 50% of the businesses located on



Figure 19. Grand Theater
Source: Eva Cosyleon (2008)



Figure 20. Downtown Douglas businesses
Source: Eva Cosyleon (2008)

G Avenue are retail (e.g. Figure 20). Downtown Douglas also offers a few restaurants, bars, and other services such as a gym, a trophy shop and a photography studio.

Economic Activity

There are several economic factors to consider regarding the City of Douglas and the surrounding region that may affect a downtown revitalization plan. As shown in Table 5, Arizona's job growth rate was 5.4% in 2006, the unemployment rate was 4.1%, and the median annual income was \$44,282. Comparatively, Cochise County saw a job growth rate of 2.8%, an unemployment rate of 4.5%, and a median annual income of \$36,027. The City of Douglas showed a job growth rate of 2.3%, an unemployment rate of 7.1%, and a median annual income of \$23,079. While both the job growth rate and unemployment rate are worse for Cochise County and the City of Douglas than the statewide averages, both indicators showed improvement in 2006 from previous years (Douglas Economic Outlook, 2007).

	Job Growth Rate	Unemployment Rate	Median Annual Income
City of Douglas	2.30%	7.10%	\$23,079
Cochise County	2.80%	4.50%	\$36,027
Arizona	5.40%	4.10%	\$44,282

Table 5. Employment Rates, 2006
Source: Douglas Perspective, 2007-2008

Agua Prieta has a 15% unemployment rate. The top employers in Agua Prieta are the maquiladoras (foreign-owned manufacturing companies), which currently employ over 7,000 people.

The top five employers in the City of Douglas for 2007 (with the number of full-time employees in parentheses) were: Arizona Department of Corrections (679), Douglas Unified School District (561), Wal-Mart Stores, Inc. (345), Cochise College (221), and the City of Douglas (216). The major industries in Douglas (with the percentage of Douglas employees working within each sector in parentheses) are education, social and health services (23.4%); retail (20.1%); public administration (14.4%); and arts, entertainment,

recreation, and food service (8.3%).

Recently, Advanced Call Center Technologies, LLC opened a large-scale call center in the City of Douglas (www.acttoday.com, 2008). According to the Cochise College Center for Economic Research, this new call center will bring 692 new jobs to Douglas, making it the largest private employer in the City (www.svherald.com, 2008). The call center promises to take advantage of the City's bilingual and ethnically diverse workforce through its hiring practices.

The Arizona Office of Tourism found that travel-related sales accounted for 13% of sales tax generated in Cochise County in 2005. Travel

Business	Full-time Employees
Arizona Department of Corrections	572
Douglas Unified School District	561
Wal-Mart Stores, Inc.	345
Cochise College	221

Table 6. Douglas Top Employers, 2007
Source: U.S. Census (2000)

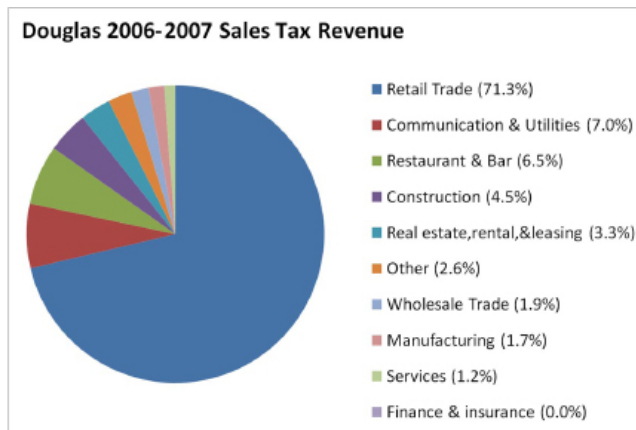


Figure 21. Douglas Sales Tax Revenue, 2006-2007
Source: Arizona Department of Revenue and Cochise College Center for Economic Research (2007)

expenditures supported 6.9% of jobs in the county. The Cochise County Tourism Council, a union of the different communities within the county, was officially established in 1998 to market the region and work toward improving these statistics. Popular tourist destinations in the region include cities such as Tombstone and Bisbee, as well as natural areas such as the Chiricahua National Monument and Kartchner Caverns State Park.

Regional tourism brings money to Douglas. After showing a decline in the beginning of the decade, tourism for the City of Douglas made a strong comeback in 2006 with an increase of 175.5%, resulting in 5,796 annual visitors recorded by the Douglas Visitor Center. Douglas is

home to many local tourist attractions such as the Gadsden Hotel and the El Paso and Southwestern Railroad and Passenger Depot. Douglas also serves as a gateway to Mexico and its attractions, including its sister town of Agua Prieta and the states of Sonora and Chihuahua.

Commercial market analysis

The Douglas area is a retail destination, particularly used by Mexican visitors. Of the average 17,000 people who cross the border into Douglas each day, 72% have come to shop in the region. This fiscal impact can also be seen in the \$3.6 million that was brought in by retail sales tax revenues in 2006-2007 for the City of Douglas.

Category	# of Establishments	Total Sq.Ft.	% of Total Sq.Ft.
General Retail	53	294,328	55.9%
Hotel/Restaurant/Bar	10	119,430	22.7%
Industrial/Warehouse	5	32,719	6.2%
Convenience Market	7	33,361	6.3%
Office	8	32,579	6.2%
Auto Related/Service Station	7	14,468	2.7%
Total	90	526,885	100.0%

Table 7. Downtown Douglas Commercial Square Footage by Business Category
Source: City of Douglas, Cochise County Assessor (2008)

Retail sales tax makes up 71.3% of the total sales tax revenues collected that year, as seen in Figure 21. Seventy-two establishments in Douglas focus on retail (Carreira, 2005).

The population of Douglas was estimated at 18,152 people in 2007 (Arizona Department of Commerce), while estimates for Agua Prieta vary widely, from about 60,000 to 150,000 (CCCER, 2007). With the combined populations of these two cities, the commercial market in the Douglas serves approximately 100,000 to 200,000 people, depending on the true population in Agua Prieta.

After adjusting for inflation, retail sales grew 3.5 percent from 2005 to 2006, while restaurant and

bar sales grew at a rate of 5.1 percent over the same time period. Retail sales per capita totaled \$8,070 in 2006; up an inflation-adjusted 0.7 percent from the previous year (Arizona Department of Revenue and CCCER, 2007).

The Cochise College Center for Economic Research conducted a survey of Douglas residents in 2006 to determine their level of out-shopping. This survey indicates services that currently are either inadequate or lack competitive pricing within Douglas. Over thirty percent of Douglas residents surveyed reported shopping outside of Douglas for computer hardware/software products and services, while 29.4 percent of respondents reported shopping elsewhere for books,

and 29.3 percent out-shopped for furniture. Additional concerns expressed regarding the retail market in Douglas include a lack of variety of retail goods, too few stores, non-competitive prices, and lack of cleanliness and quality customer service (CCCER, 2007).

Downtown Douglas Commercial Analysis

Data collected in a physical survey of the Downtown Study Area was analyzed along with data provided by the City of Douglas and the Cochise County Assessor. Residential properties, government office space, vacant buildings, and parking lots were excluded from this analysis, to focus on commercial uses. Commercial uses were classified according to the following categories:

general retail, hotel/restaurant/bar, industrial/warehouse, convenience market, office, and auto related/service station. Rather than comparing categories by sales revenue, limited available data restricted this analysis to describing the square footage dedicated to each of these uses.

Fifty-three retail establishments occupy 55.9% of the total commercial space in Downtown Douglas. The next largest category is Hotel/Restaurant/Bar, with 10 establishments occupying 22.7% of Downtown commercial square footage. Table 7 summarizes number of businesses and their respective square footage for all commercial categories in the Downtown Study Area.

Land Use, Zoning and Housing

Land use and zoning

A zoning map for Douglas can be seen in Figure 22. Zoning identifies the allowable land uses for each parcel, and including areas for commerce, residential, and industrial uses.

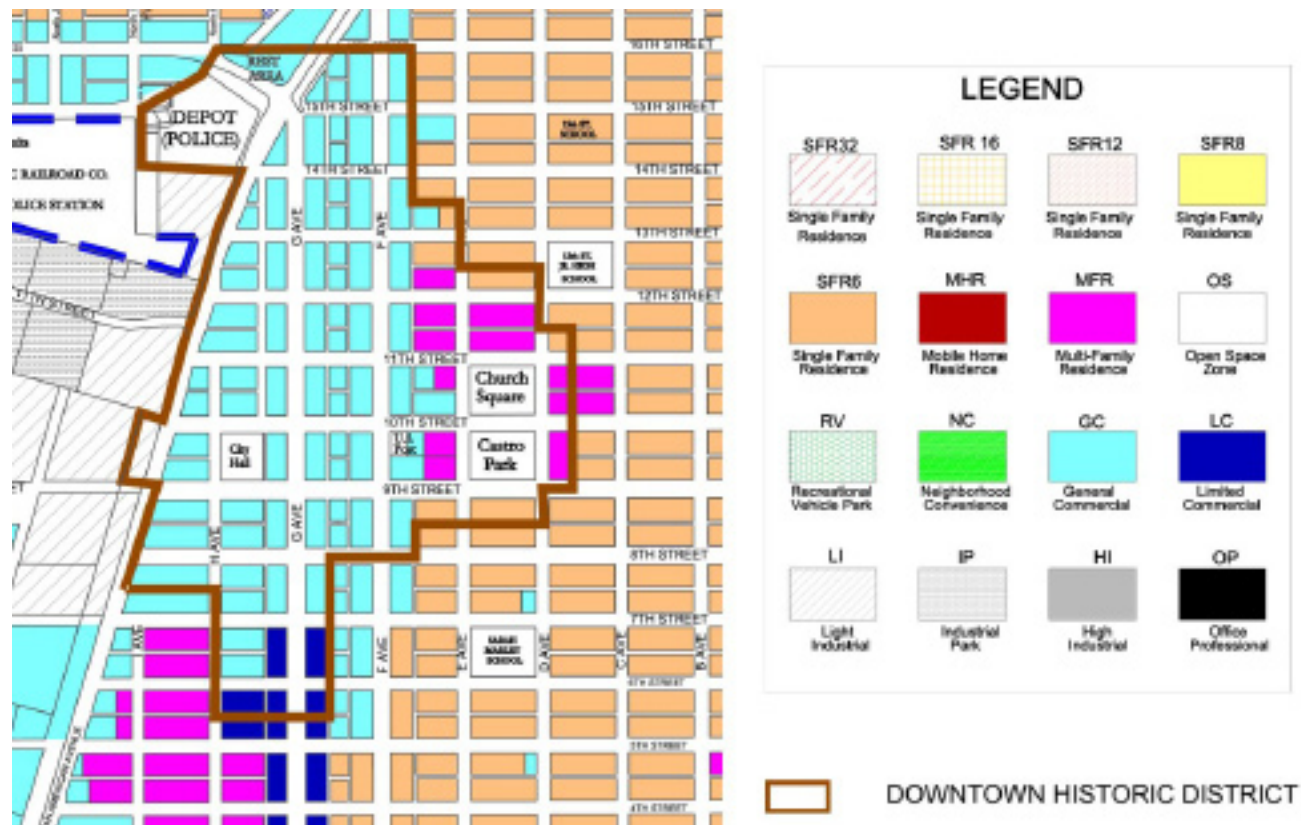


Figure 22. Downtown Zoning
Source: City of Douglas Department of Community Development

The area directly north of the international border, including the historic downtown area and further north along Highway 80, is zoned primarily for general commercial use. To the west, the area surrounding the Wal-Mart shopping complex is zoned for light industrial use. Properties to the east and north of the downtown area are mostly zoned for single-family residences with scattered clusters of properties zoned for multi-family housing throughout the area.

The Downtown Study Area, from 7th Street to 16th Street and from F Avenue to Pan American Avenue, is entirely zoned for general commercial use. Uses allowed in areas zoned General Commercial (GC) include business and professional offices, medical or dental offices, museums, private schools, professional studios, retail stores, banks, beauty shops, bowling alleys, Laundromats, hotels, automobile sales, bus stations, parking lots, funeral homes, service stations, and sports arenas. Accessory uses, such as accessory dwelling units, private garages, garden houses, or tool houses are also allowed in this zone.

Building heights in areas zoned GC are generally limited to 35 feet. Front yards of at least 40 feet and side yards of ten feet are required for buildings in areas zoned GC. The new Mixed Use/Infill Development Overlay Zone allows housing units to be built above downtown businesses. The city has already approved a permit for the creation of housing units in the top floor of one downtown building and is considering similar development proposals in the Downtown Study Area. Single-family and multi-family housing is scattered around Downtown (Figure 23).

The City owns several buildings and parcels in the Downtown Study Area. A comprehensive list of owners of downtown parcels can be found in Appendix C. Additionally, many parcels and buildings in Downtown are currently vacant.

Housing

In 2007, 106 homes were sold in Douglas, compared with 94 in 2006 and 96 in 2006. The median price of homes sold in Douglas in 2007 was \$90,000, down slightly from \$90,500 in 2006.

Over the past five years, the City of Douglas witnessed a sharp increase and then a slow decline in the number of new home permits. The number of permits issued annually peaked in 2005 with 81 permits and then decreased to 66 permits the following year. This local trend follows national housing trends.

There are currently four major housing developments either planned or underway in the Douglas area that will eventually provide over 1,000 new homes. Saddlevue Estates has more than 600 home sites planned covering an area of 257 acres northwest of the downtown area. Phase II of the La Perilla Estates development will contain 174 units on 281 acres directly north of the downtown area. Two additional developments, Hawk's Nest, also north of the downtown area, and Vista Del Monte, east of the downtown area and north of the airport, will provide 150 units and 94 units, respectively.

The Cochise College Center for Economic Research calculated a Housing Affordability Index (HAI) for Douglas using the median income and median

sales price for homes in 2006 and assuming a 20% down payment and a fixed 6.63%, 30-year mortgage. According to the HAI calculated for Douglas, a family earning the median income in Douglas had 115.5% of the income necessary to qualify for a conventional loan on a median priced home.

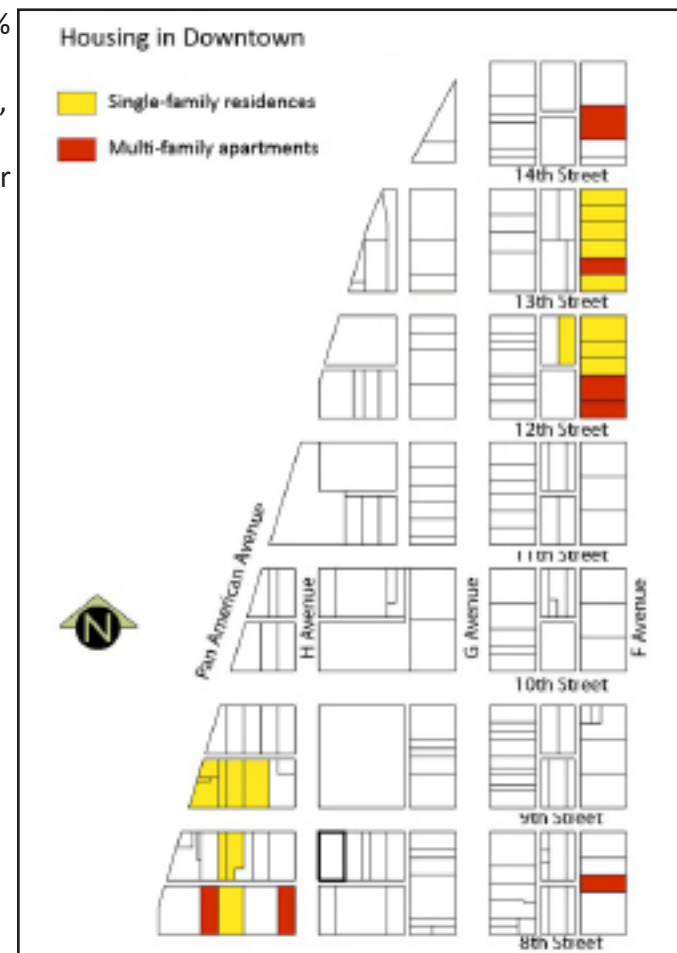
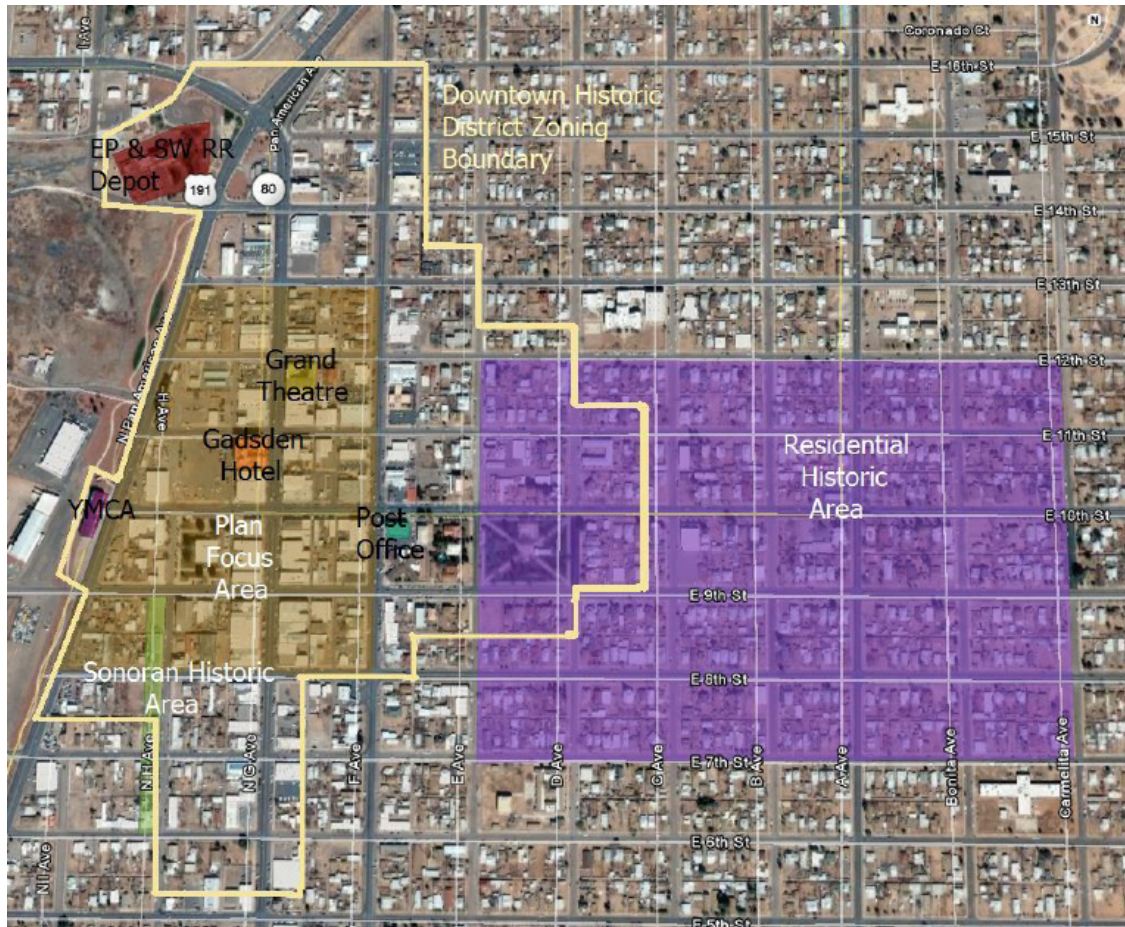


Figure 23. Downtown housing
Source: Jose Atiaga (2008)



Historic Resources

Downtown Douglas reflects the development patterns of many western towns in the early 1900s. The architectural styles visible today tell the story of Douglas as a prosperous mining town with a strong relationship with the railroad. This relationship with the railroad maintained Douglas' connections to national architectural trends. Douglas' historic districts and sites are valuable assets to the community.

There are currently three designated historic districts on the National Register of Historic Places in the Downtown Study Area. These are: the Douglas Historic District, the Douglas Residential Historic District, and the Douglas Sonoran Historic District (Figure 24).

In addition to the designated historic districts, Douglas has many individual sites listed on the National Register of Historic Places. The historic sites of importance to the Downtown Douglas Revitalization Plan are the El Paso and Southwestern Railroad Passenger Depot, the El Paso

Figure 24. Douglas Historic Districts
Source: Brean Dyer (2008)

and Southwestern Railroad YMCA, the Grand Theatre, the Gadsden Hotel, and the U.S. Post Office and Custom House.

Sites and districts included on the National Register of Historic Places are recognized by the U.S. Department of the Interior through the National Park Service as important sites in local and national history. Preservation of these sites protects each community's unique identity and therefore can greatly contribute to Douglas' sense of place.

Infrastructure

The physical facilities that provide services to Douglas residents include the educational and healthcare facilities, transportation infrastructure, and telecommunications, water, and sewer networks.

Downtown revitalization strategies will likely increase the population served. Any increase in residents and business activity in Downtown

Douglas will foster an increased demand on existing facilities. The City must ensure that public utilities have enough capacity to accommodate any foreseen future growth. This study analyzes the adequacy of the existing infrastructure and identifies opportunities for meeting the community's needs in the future.

Primary and Secondary Education

Education infrastructure in Douglas serves its primary, secondary and post-secondary student population. There are nine pre-college institutions within the Douglas Unified School District (DUSD), as shown in Figure 25. Eight of the schools are located east of North Pan American Avenue, and Faras Elementary School is established in Pirtleville, west of North Pan American Avenue. In addition, there are five charter schools within the Douglas city limits. DUSD provides primary and secondary education through six elementary schools, two middle schools and one high school. The Early Learning Center serves kindergarten students and

disabled children. According to the Douglas Perspective Report of 2007, the DUSD served 4,300 students in 2005. The DUSD has developed English as a Second Language (ESL) programs to cover the needs of 66% of its students, who are considered to have a limited proficiency in English (Douglas Perspective Report, 2007).

Higher Education

Two post-secondary education centers impact Douglas, though they are not located within the City limits. The campus of Cochise College is located eight miles west of downtown Douglas and the campus of The University of Arizona South is established in Sierra Vista, 45 miles west of Douglas. In 2007, the University of Arizona opened the Douglas branch.

Cochise College

Cochise College was founded in 1961, and 14,000 students are currently enrolled. The College has five different locations in Cochise County: Benson, Douglas, Fort Huachuca, Sierra Vista and

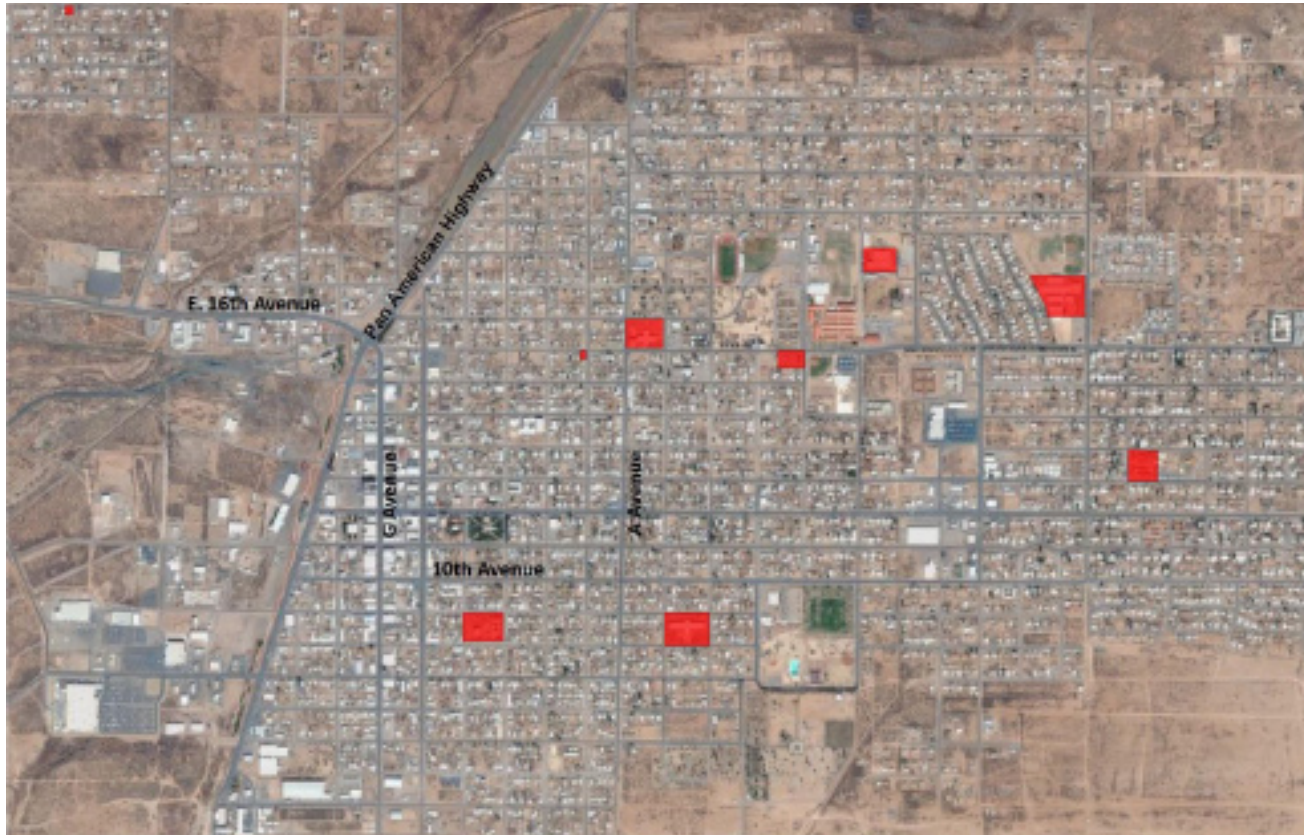


Figure 25. DUSD Schools
Source: Tasha Krecek (2008)

Wilcox. In addition, Cochise College has also been established in Santa Cruz County (<http://www.studyusa.com/factshts/spn/cochise.asp>).

Cochise College has attempted to capture an important international population of students. Primarily, it strives to provide higher education to border commuters through two-year academic programs and online courses. Students pursue associate (two-year) programs in Arts, Agriculture, Anthropology, Aviation, Sciences, Education, Family Studies, Sociology, among others. The curriculum is intended to enable students to successfully transfer to bachelors programs elsewhere. The College also offer intensive ESL programs during the summer.

Cochise College has an important role in the Douglas community. The College has established its Center for Economic Research, which collaborates with the City in district-wide initiatives, including the publication of a yearly economic outlook for Douglas. The Center also supports the community by organizing educational, cultural and recreational courses and events.

Most of its continuing education programs and support activities are provided by the College's branch organizations. These include the Small Business Development Center (SBDC), the Center for Lifelong Learning and the Center for Teacher Education.

The University of Arizona South

The University of Arizona has offered degree programs in the Sierra Vista community since before the establishment of Cochise College in Douglas (www.uas.arizona.edu, 2008). As opposed to Cochise College, the University offers bachelor degrees to its students. However, students benefit from the 2+2 degree program partnership between the two institutions.

Originally a local Program Center, the campus became an official Off-Campus Center in the fall 1988 with permanent faculty. The Arizona Board of Regents designated the Sierra Vista Campus an official branch campus of The University of Arizona in 1995 to address regional needs for post-secondary education. The new designation

enabled the Sierra Vista campus to request direct funding from the Arizona Legislature in 1996. The University now offers degree programs to students based in and coming from either southern Arizona or northern Mexico.

The Sierra Vista campus was renamed as The University of Arizona South (UAS) in 1999. Now, the UAS holds the responsibility of expanding educational opportunities in a regional context and has received funding for the construction of support and research services. The UAS opened its Douglas-based campus in 2007 through a partnership with the Mayor and City of Douglas. The academic programs are offered in areas related to the regional ecology/geography of Southern Arizona. Specifically, classes in Mexican-American history, Regional Commerce, Family Studies, Anthropology and Latin American Studies, among others, address the need for educating students about the economic and cultural assets in the area.

Healthcare

Southeast Arizona Medical Center (SAMC) is located two miles west of North Pan American Highway in Douglas. This facility provides general medical care, surgeries and emergency care. Among its services, SAMC offers full-service lab, physical therapy, radiology and eye surgery. For care needs that the SAMC cannot address on-site, there is a med-flight helicopter available for transferring patients to Tucson.

SAMC has established the Community Healthcare of Douglas (CHD) Clinic. The Clinic performs community outreach programs, such as educational activities. SAMC's employees also participate in community-related organizations, committees and events (Douglas Perspectives Report, 2007).



Figure 26. Downtown Douglas Parking Supply
Source: Kevin Burke (2008)

Traffic Flow and Parking

In Douglas, the Pan American Highway (U.S. 191-B) runs south to the border crossing from Mexico on the west side of Downtown. The Pan American Highway separates Downtown Douglas from the Wal-Mart shopping complex. Automotive traffic on U.S. 191-B may make the street dangerous to cross for pedestrians.

Downtown Douglas is laid out on a grid pattern, with most streets accommodating two-way traffic. There is no public transportation or mass transit, typical of a city of its size. However, Catholic Community Services provides a free shuttle service. Most residents and visitors explore the City in a private automobile or on foot. Given Douglas' proximity to the border, foot traffic is especially high.

The major thoroughfare in Downtown Douglas is G Avenue. It runs North/South past the Gadsden Hotel. G Street is four-lanes, with stoplights at each major block. A concern raised in public meetings is the relatively high speed of automotive traffic traveling G Avenue. This may be attrib-

uted to the width of the street and lack of any speed abatement measures.

Parking in Downtown Douglas is limited to parallel and diagonal curbside spots, most of which are time restricted with a maximum of two hours. Several lots provide off street parking, the largest of which is located west of the Gadsden Hotel. Figure 26 shows a map of available parking. Meeting participants commented that there are parking spaces available in the area, but not always directly near one's intended destination. Downtown business owners have also voiced concerns with parking, mostly regarding time constrained spots. Downtown lacks designated parking for merchants, in the alleyways or otherwise.

Pedestrian traffic comes primarily north into Downtown from the border with Mexico on two pathways. Many people enter the United States and walk to the west up a well maintained walkway, taking them to the Wal-Mart shopping center. Other pedestrians head east through a gravel lot, behind a warehouse and storm ditch;

this path connects them to a park south of downtown and eventually to G Avenue.

Telecommunications Infrastructure

Douglas has some telecommunications infrastructure. However, the 2007-8 Action Plan for Douglas states that in the Cochise County region, service areas for mobile phones are somewhat spotty south of I-10 (Housing Data-<http://www.city-data.com/housing/houses-Douglas-Arizona.html>, 2008).

To date, there are 54 telephone service providers in the Douglas area, and 17 providers of mobile phone services (ATIC, 2008). According to Census 2000 estimations, 95.4% of households and businesses in the Douglas/Cochise County region were equipped with basic phone services but not high speed connections.

Water Supply

Douglas' water supply comes from the Douglas/Agua Prieta groundwater basin (EPA; Douglas, Arizona Wastewater Collection and Potable Water

Distribution Improvement Project, Environmental Assessment, 2008). Water demands in this basin are primarily for municipal and agricultural use. Over three-fourths of the water demand in the Douglas Basin is from agriculture. There have been no recorded industrial uses in the basin since 1990. Douglas, Arizona, is in the Douglas Irrigation Non-Expansion Area, established by the 1980 Groundwater Management Act. This legislation requires that only land which was legally irrigated between 1975 and 1980 may continue to be irrigated (Arizona Department of Water Resources).

Groundwater use in the Basin decreased significantly between 1971 and 1990, but began to rise again between 1990 and 2003, in response to changes in agricultural activity and population levels. The City maintains ten water production wells (ASU DPOE, 2008).

Flooding

Many parts of the Southwest experience intense storm events that result in flooding in urban ar-

reas. Currently, the Douglas/Agua Prieta Groundwater Basin does not contain any flood warning system, such as Flood ALERT equipment. The only Federal Emergency Management Agency (FEMA) flood map on file is from 1978. FEMA maps can influence flood insurance rates. An updated map is needed to take in to account engineering and topographical changes since 1978 that would change the floodplain boundaries.

Stormwater

Stormwater in Douglas is collected through the storm drain system, which is separate from the sanitary sewer system, and gets discharged into Whitewater Draw west of the City. Unlike water and wastes conveyed in the sanitary sewers, stormwater is untreated before being discharged (City of Douglas website). Residents of the City of Douglas are prohibited from dumping anything down the storm drains, including pesticides and any other contaminants. (http://www.douglasaz.gov/pages/departments_public_wrks_environmental.html, 2008). However, stormwater runoff from urban areas can contain high levels

of pollutants, which may impair water quality in Whitewater Draw.

Wastewater Collection and Treatment

The City maintains approximately 70 miles of water transmission and distribution lines. The City of Douglas maintains three 300,000 gallon above ground wastewater storage tanks and one five million gallon concrete-lined reservoir (http://www.asu.edu/vppa/asuforaz/downloads/douglas_port_of_entry_report.pdf, 2008).

The Wastewater Division controls all wastewater collection facilities, which include but are not limited to, sewer collection lines, manholes and other appurtenances. The City maintains approximately 50 miles of sewer collection lines. Douglas' Wastewater Treatment Plant has the capacity of two million gallons per day (MGD), and it has a lift-station located north of the city at the Arizona Department of Corrections. Though no effluent, or reclaimed water, is currently reused in Douglas, almost 1,400 acre feet of effluent is generated annually within the City and dis-

charged in Mexico for agricultural irrigation (EPA; Arizona Water Atlas, Vol. 3).

Dried sludge created during the wastewater treatment process is disposed of at the Cochise County Landfill (EPA; Douglas, Arizona Wastewater Collection and Potable Water Distribution Improvement Project, Environmental Assessment). The wastewater capacity is sufficient enough for increased residents and businesses in Downtown Douglas (personal communication with Chuck Ebner, 2008).

Waste Disposal/Recycling

The City of Douglas Sanitation Division delivers refuse and bulk trash to a local Refuse Transfer Station owned and operated by Cochise County Facilities and Solid Waste. Douglas also has several recycling centers, one of which accepts scrap metal.

Environmental Quality

Historically, Douglas, Arizona, had water, air, and soil pollution problems, primarily due to the

presence of the Phelps Dodge copper smelter, which ceased operation in 1987. Copper smelting results in emission of sulphur dioxide and heavy metals into the air. In 1995, the federal Agency for Toxic Substances and Disease Registry conducted a Public Health Assessment for the Phelps Dodge site. The Agency found that the smelter had contributed to off-site lead contamination in the soil and chronic lead contamination in the air, which may have lessened since the closure of the smelter. Contaminants were also found in the Whitewater Draw and in local wells, but not at high enough levels to cause adverse health effects.

Agua Prieta, Mexico, is at greater risk for water quality problems since the region's water naturally drains north to south, carrying pollutants away from Douglas (ATSDR; CERCLIS NO. AZDOO8397143). Also, after the closing of the Phelps Dodge copper smelter in Douglas, a new copper refinery was built across the border in Mexico, which has limited pollution controls (Ruiz, 1998).

The Douglas region did not meet National Ambient Air Quality Standards for sulfur dioxide in 1995. In 2006 however, the EPA approved a maintenance plan for attaining these standards since the Phelps Dodge Smelter had been the largest source of sulfur dioxide in the region (EPA; Federal Register: February 28, 2006; Volume 71, Number 39). Douglas is not currently facing any environmental quality issues which would inhibit downtown revitalization.

Streetscape

The main street of Downtown Douglas, G Avenue, has eight foot sidewalks, some trees and a few awnings on business fronts, like those shown in Figure 27 and Figure 28. Buildings are located close to the street, providing easy access to pedestrians and parked motorists; however, prominent, vacant windows limit the visual connectivity along the street. Additionally, the sidewalks are rarely shaded, making this street hot in the summer.



Figure 27. Downtown Douglas Sidewalks
Source: Eva Cosyleon (2008)



Figure 28. Downtown Douglas Awnings
Source: Eva Cosyleon (2008)



Figure 29. Visitor Center
Source: Brean Dyer (2008)



Figure 30. Castro Park
Source: Eva Cosyleon (2008)



Figure 31. Downtown Park
Source: Eva Cosyleon (2008)



Figure 32. Golf Course
Source: Brean Dyer (2008)

Recently developed guidelines for Downtown Douglas describe preferred lighting and building designs, but do not indicate guidelines for awnings, landscaping, or other street features (The Planning Center, 2008).

Parks

The City of Douglas owns several parks near the Downtown Study Area. There are two linear parks west of Downtown: the Visitor Center Parkway (Figure 29) and the Paseo de las Americas, a six-block walkway that extends from the Mexican border into Douglas. Neighborhood parks include Castro Park (Figure 30), Speer Park, and one Downtown park (Figure 31). The Douglas parks include many tall trees and grass, but have little native vegetation. Other outdoor recreational sites in Douglas include the Airport Park, Causey Park, Veteran's Park, and the Douglas Municipal Golf Course (Figure 32).

Action Plan

The following goals, objectives and strategies are intended to guide the City of Douglas toward this vision. Goals are the general aims of the community as they relate to Downtown, such as enhancing tourism opportunities. Objectives are more specific elements of goals, often providing measurable steps toward goal attainment. Strategies are actions that lead to the accomplishment of objectives and therefore the attainment of goals and the realization of the community vision. Strategies are proposed here for implementation in the short-, mid- and long-term.

“The heart of Douglas is an accessible, livable, and traditional Downtown where two communities interact and prosper.”

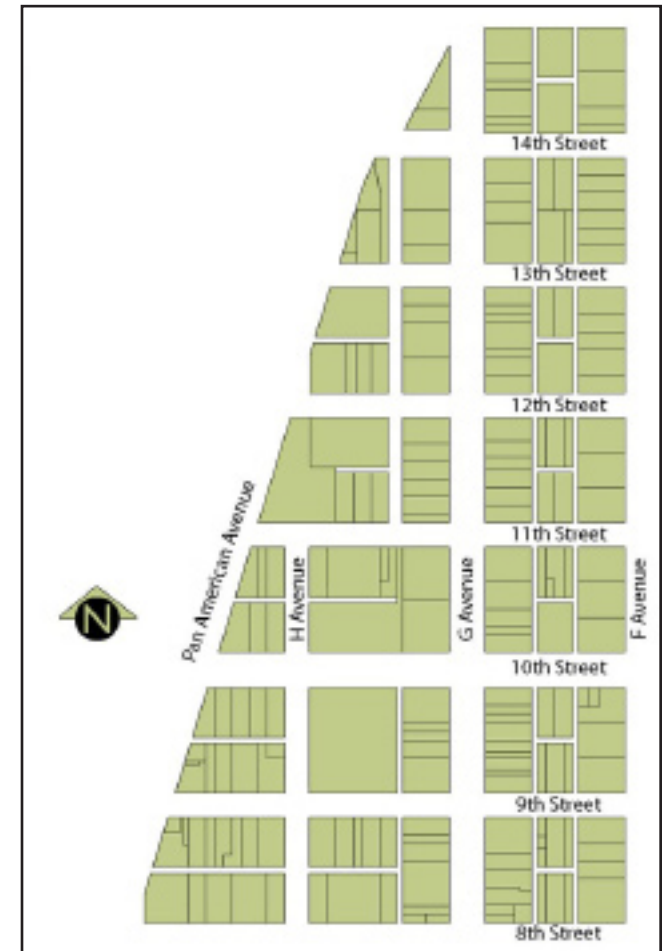


Figure 33. Downtown Study Area
Source: Jose Atiaga (2008)

Goals are listed under three main categories: Economic Revitalization, Connectivity, and Heritage.

The Economic Revitalization section is the result of an inventory of Downtown land and buildings. Land use, structure, ownership and other data were analyzed. This preliminary data collection serves to guide the further study of Downtown property. This section also contains recommendations regarding the market demand for housing, commercial property, and parking within the downtown area. Case studies of individual Downtown properties highlight opportunities for land and business development.

The Connectivity section addresses another essential component of the report: how people arrive Downtown and how they can be enticed to stay. The local community and visitors should be encouraged to visit Downtown with roadways that enable users of all transportation modes to arrive safely and efficiently. A Downtown with abundant shade, seating, and signage will encourage visitors to spend more of their time in

the area, enhancing the customer base for local businesses and creating active public space. Provision of such amenities will also foster a stronger relationship between Downtown Douglas and communities south of the border.

The Heritage section focuses on strengthening social connections between residents, visitors and Downtown. One of the first strategies is to create a brand for Downtown Douglas that is both memorable and attractive to residents and visitors. Downtown Douglas can also become the place for local events, where local residents gather to celebrate their culture and community. As a hub for the diverse amenities of the surrounding area, Downtown Douglas can serve the needs of birders, hikers, bikers, and others who come to experience all that Southeast Arizona has to offer.

The final element of the Goals, Objectives and Strategies section covers plan administration, and the critical next steps that should be taken to capitalize on the momentum that has been generated for Downtown Douglas revitalization.

Economic Revitalization

This section provides strategies for encouraging investment in Downtown land and buildings and for strengthening the Downtown business community.

GOAL: Facilitate land and business development in the Downtown Study Area

The Downtown Study Area has significant potential for real estate development. A walk down G Avenue reveals a wide variety of building types and human activities. The historic Grand Theater is currently undergoing renovation; nearby, recently-constructed buildings contrast with vacant buildings that have fallen into disrepair. Facilitating development in the Downtown Study Area rests on a clear understanding of the existing land and buildings.

An inventory of properties in the Downtown Study Area was taken in order to highlight the availability and suitability of sites for development (Figure 34, Figure 35, Figure 36). The inventory includes data provided by the City of Douglas and the Cochise County Assessor, as well as data obtained through a visual survey of the Downtown Study Area. While a large amount of information was collected through the inventory, additional site-specific information may be needed to determine

the feasibility of individual projects. The following objectives and strategies are derived from analysis of the Downtown Study Area property inventory. The complete property inventory can be found in Appendix (C).

Objective - Increase commercial, mixed-use, and housing development in the Downtown Study Area.

Successful Downtown revitalization programs include housing and commercial development. Douglas' recently-adopted Mixed-Use Infill Development Overlay Zone recognizes the value of mixed-use development in helping to create vital places by incorporating complementary residential and commercial uses. There is potential for housing in vacant second stories of buildings and on vacant lots in the Downtown Study Area. Initial housing development Downtown may involve the restoration of housing and mixed-use to existing buildings.

As the Downtown housing market grows stronger, new housing and mixed-use development projects become more feasible. Commercial development in

Downtown Douglas can greatly contribute to its vitality and should be encouraged. Additional information on the funding sources listed below is available in Appendix D.

Short-term Strategies

- Designate a Downtown infill incentive district and adopt an infill incentive plan for that district. Arizona statutes allow for the creation of an overlay zone to promote infill development. The statutes require the creation of an infill incentive plan in conjunction with the creation of the overlay zone. Infill incentive plans may contain the following elements: expedited zoning or rezoning procedures, expedited processing of plans and proposals, and waivers of municipal development fees (see Appendix D.1).
- Develop a marketing strategy to attract development to Downtown Douglas. Advertisements should highlight development incentives for Downtown and be distributed in a variety of ways, including on the City's website and through local real estate agents. Advertisements should contain contact information for City employees who will offer information and support for the various incentives.

- Apply for Community Development Block Grant funds for housing rehabilitation and support of non-profit housing development. Community Development Block grants provide flexible funding for a variety of community development projects, including housing rehabilitation and housing development by non-profit organizations. Information on Community Development Block Grants can be found in Appendix D.2.
- Apply for HOPE VI Main Street funding for the development of affordable housing in the Downtown Study Area. HOPE VI Main Street funding is designated for the development of affordable housing as a part of main street revitalization programs in small towns. Appendix D.3 contains information on the HOPE VI Main Street program.
- Encourage developers of affordable housing in the Downtown area to apply for Low Income Housing Tax Credits and funding from the State Housing Fund. Information on these funding sources can be found in Appendix D.4.

Mid-term Strategies

- Develop procedures for assembling real property. As shown in Figure 34, the City owns 19 parcels



Figure 34. City-owned Parcels and Parcels with No Activity
Source: Jose Atiaga (2008)

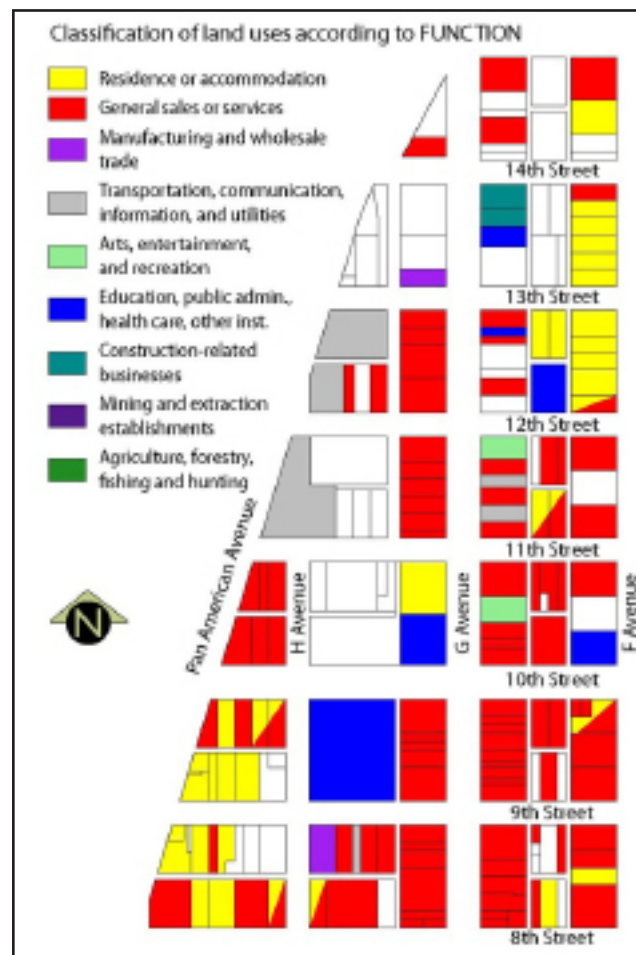


Figure 35. Downtown Land Use Functions
Source: Jose Atiaga (2008)

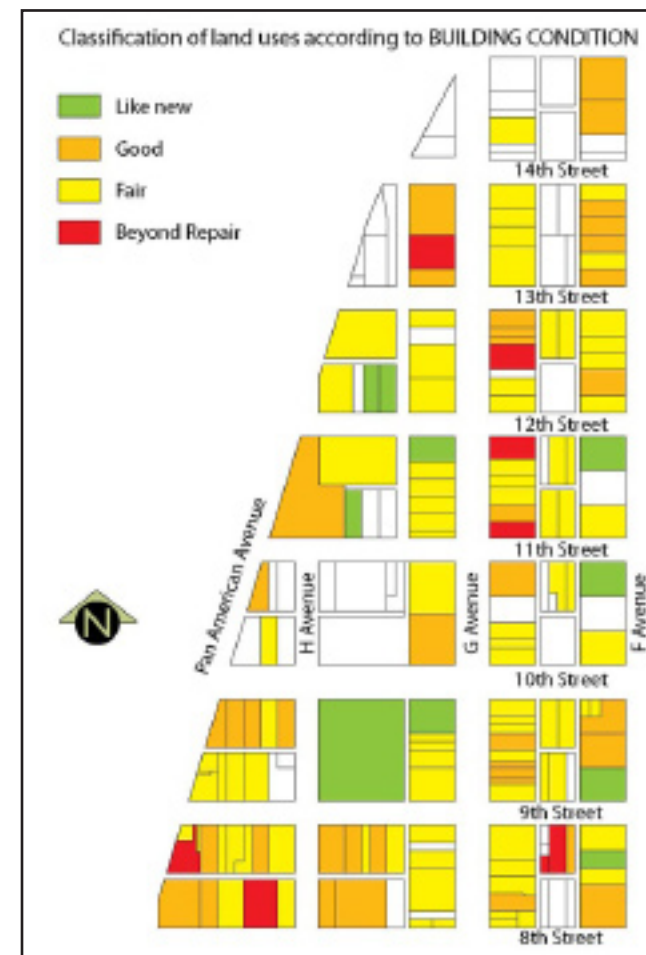


Figure 36. Downtown Building Condition
Source: Jose Atiaga (2008)

that could be leased or sold for development. Financially feasible mixed-use development often requires larger parcels of land. Many projects do not proceed because of the costs associated with parcel assembly. Due to falling property values the City may find it financially feasible to assemble large, centrally located parcels as a strategy to catalyze future development. The Redevelopment Commission should formulate strategies for parcel acquisition and assembly and make recommendations to the Mayor and Council.

- Develop criteria for lease or sale terms that balance project feasibility from the developer's perspective with reasonable returns to the City. The City may have the opportunity to secure developer concessions in the terms of sale and lease agreements. The redevelopment process is likely to be viewed with less suspicion if a public entity is perceived to be in control of land transactions.

Long-term Strategies

- Facilitate mixed-use development by providing equity as a mid-term or long-term investor (see Appendix D.5). Studies indicate that mixed-use

housing has significant potential to deliver value in the long-term. The City should consider financing mixed-use development in return for mid- or long-term equity.

Objective – Partner with Downtown property owners to demonstrate mixed-use product viability and increase activity in the Downtown Study Area.

An inadequate supply of professional office space, small retail space, and attractive loft-style residential space in the Downtown Study Area was a common concern voiced by Douglas residents at public meetings in September and October, 2008.

The redevelopment of the Brophy building incorporating some or all of these uses would support Downtown business development and, if successful, encourage private investment in similar Downtown properties.

Short-term Strategies

- Engage the property owner to establish a partnership with the City.

- Provide fiscal incentives for property owner redevelopment (expedited permit approval, reduced development and permit fees).
- Acquire development rights from the property owner.
- Acquire the property at market value.

Mid-term Strategies

- Revise zoning to allow for office space development.
- Pursue multiple redevelopment financing sources:
 - AZ Commerce and Economic Development Commission (CEDC) (see Appendix E)
 - National Historic Trust Restoration (see Appendix K.3)
 - Federal Rehabilitation Tax Credits (Federal law provides a federal income tax credit equal to 20% of the cost of rehabilitating a historic building for commercial use.)
 - National Trust Community Investment Corporation (NTCIC invests in projects with at least \$6.0 million in total development costs that generate at least \$1.5 million in historic tax credit equity.)

Case Study: The Brophy Building

Year Built: 1905

Owner: Masonic Building Corporation

Address: 925-929 N. G Avenue.

Building square area: 11,195sf - First floor:
5495sf, 2nd floor: approx 5,700sf, Basement:
1,500sf

Specifications: Evaporative cooling and forced-
air gas heating, slab foundation, brick masonry
construction

County Assessor's appraisal: \$197,147

Zoning: General Commercial



Figure 37. The Brophy Building
Source: Eva Cosyleon (2008)

Civic Plaza

The City of Douglas has identified the need to reconfigure the City-owned property to the north of City Hall (the block bounded by 10th Street, 11th Street, H Avenue and the alley west of G Avenue as shown in Figure 38). The parcels comprising the site are of sufficient size to accommodate a plaza or large public gathering place. The City has created an initial spatial design to promote an inviting public space.

Objective - Create a shared, open space in the heart of Douglas suitable for civic events and public assembly.

The successful design of a public plaza should elaborate on existing conditions of the site. The Civic Plaza site is currently developed as a parking lot. Prior to engaging in the formal design process for the Civic Plaza site, one approach is to make the space available for public use, increasing public use over time.

The plaza should begin to acquire specific patterns of use that can be recognized through the formal design process.

Short-term Strategies: Increase public use of the Civic Plaza site.

- Discourage vehicular traffic and encourage pedestrian traffic by raising the pavement level on crosswalks along 10th Street between City Hall and the Civic Plaza site. Install a brick paver platform above as indicated in Figure 39.
- Regulate and enforce time-limited parking on City-owned parcels.
- Hold community events (Farmer's market, Christmas tree lighting, etc.) on the Civic Plaza site (Appendix M.3: Douglas Events).
- Use the Civic Plaza site as the starting/finishing station of parades.
- Create designated limited parking places along H Avenue between 10th Street and 11th Street, shown in figure 40.

Mid-term Strategies: Establish visual and physical links between neighboring structures and the Civic Plaza site.

- Modify the renovation designs for the Phelps-Dodge building to include an upper-floor terrace overlooking the Civic Plaza site.
- Create public restrooms and water fountains in the renovation designs for the Phelps-Dodge building at street level.
- Collaborate with owner of the Gadsden Hotel to install awnings and other architectural elements on the western façade facing the Civic Plaza site. Utilize the façade improvement program (if program is reinstated).
- Continue to encourage pedestrian traffic by extending the pedestrian platform of brick pavers to link previously created crosswalks (see short term strategy above) as indicated in Figure 41.



Figure 38. Current State of Plaza Site
Source: Google Earth (2008)



Figure 39. Proposed Location of Raised Crosswalks
Source: Jose Atiaga (2008)



Figure 40. Proposed Parking on H Avenue
Source: Jose Atiaga (2008)



Figure 41. Proposed Extension of Pedestrian Paving
Source: Jose Atiaga (2008)



Figure 42. Speculated Pedestrian Activity
Source: Jose Atiaga (2008)



Figure 43. Resulting Quarters in the Plaza
Source: Jose Atiaga (2008)

Mid-term Strategies: Design and designate specific parts of the Civic Plaza site for different uses.

- Create pathways according to observed pedestrian corridors. Figure 42 shows speculated patterns, only for illustrative purposes.
- Replace asphalt pavement in some sections with other surface materials, such as brick pavers, corrugated concrete, or grass, as shown in Figure 43.
- Create changes in grade to divide the plaza into smaller segments.
- Remove and relocate lighting fixtures according to the divided quarters.
- Incorporate seating, vegetation, and shading elements (including trees) along pedestrian corridors. (Streetscape Design - Appendix H.1)

Long-term Strategies: Create a lively and engaging public space.

- Continue to use the plaza for community events.
- Engage the public in a collaborative planning and design process.
- Assemble adjacent parcels for development of mixed use space.

Business development

Downtown revitalization initiatives will require local business leaders and organizations to collaborate with other community stakeholders to ensure that the needs of the business community are represented during the revitalization process. The majority of the strategic framework described in this business development section is adapted from *Main Street Renewal: A Handbook for Citizens and Public Officials* (Kemp, 2006).

Business retention and recruitment strategies are part of any successful downtown revitalization plan. Encouraging the creation of new local businesses and increasing the capacity of existing businesses contributes to job creation, the expansion of the tax base, diversification of the local economy, and greater retention of capital within the community (Marshall, 2000). Many municipal governments have implemented small business development programs, both formal and informal. The City of Douglas Department of Economic Development currently operates the Entrepreneurial Advancement Program. As

discussed below, additional strategies can be employed to create a more comprehensive business development program.

Objective - Determine the extent and direction of local business development efforts for Downtown Douglas. This initial objective is crucial to the development of a successful local business program, as it provides a road map for business development efforts.

The first step is to identify and bring together local leaders in a business development partnership. The City of Douglas, the Douglas Chamber of Commerce, Cochise Community College, Cochise County, non-profit organizations such as the Douglas Arts and Humanities Association, and other stakeholders should be included. Stakeholders may pledge funds to cover partnership operating costs until dedicated funding is established.

A business development partnership will provide a venue for an assessment of local market information. Leaders from the public and private sectors should identify additional information

required to develop a Downtown business development plan. A detailed analysis of the commercial market in Douglas may be necessary to ensure that investments are made which distinguish the local market from regional competitors and complement existing businesses. Appendix (F) details one method for conducting a detailed commercial market analysis, and lists sources of market data for Downtown Douglas and the surrounding region.

Short-term Strategies

- The Chamber of Commerce may lead the formation of a business development partnership involving key community stakeholders.
- Identify opportunities and assess need for local business recruitment and retention.
- Secure initial funding pledges from members of the business development partnership to cover operating/staff and consultant costs for up to two years. Upon completion of the initial business development planning process, dedicated funding sources should be secured for any additional operational costs.

Objective - Prepare a business development plan for Downtown Douglas. After initial data gathering and stakeholder identification, the next step is to prepare short and mid-term implementation strategies.

Short- to Mid-term Strategies

- Create a local business development plan that specifies the goals to be accomplished, and sets priorities and a timeframe for those results.
- Develop strategies that explicitly detail the steps that will be taken to achieve desired results and determine who will be responsible for each activity.
- Identify technical and financial resources available for plan implementation.
- Identify and develop additional resources needed to facilitate the business development process. A list of existing and potential resources for business development can be found in Appendix (E).

Small Business Development Center, Cochise College

The Small Business Development Center provides support for local business during all phases of their development. Through funding from Cochise College and the U.S. Small Business Administration, the Center offers training in bookkeeping, business planning, cash flow analysis, financial planning, growth strategies, management issues, marketing, start-up assistance, and sales and promotion planning.

Pepp Microbusiness and Housing Development Corporation (PMHDC)

PMHDC provides technical and financial support to small businesses in Douglas and throughout Southern Arizona. Additionally, PMHDC offers discounted office/warehouse space for small businesses. Technical training classes are available on networking, computer skills training, business planning, and businesses owners can also receive one-on-one counseling. PMHDC's loan packages provide alternatives to traditional

banks, allowing businesses to obtain micro-loans, and helping businesses with lower credit scores to secure financing. Funding for these programs comes from a variety of private and public sources, and PMHDC actively collaborates with several other local business development organizations to promote economic growth throughout Southern Arizona.

Entrepreneurial Advancement Program, City of Douglas

Housed within the City of Douglas Economic Development Department, this program is designed to “support and grow existing local businesses, improved entrepreneurial skills, establish lasting and entrepreneurial partnerships and create a favorable business climate. This is accomplished through the following objectives; 1) Mentoring, 2) Network/stakeholder support and, 3) Business Development Assistance.”

Objective - Implement the local business development plan. Ongoing communication between businesses, the local government, and other community groups is vital to the successful implementation of a business development plan.

During the different stages of their development, local businesses have unique management, financial, and technical needs that they may be unable to address independently. A business support system assists local businesses in these capacities, and can be either a loose affiliation of existing resources, or a specific program housed within another organization, such as the Cochise College Center for Business Development and the local Chamber of Commerce.

Mid- to Long-term Strategies

- Designate stakeholders in the business development partnership to oversee implementation of the business development plan.
- Create a small business support system, including a website to facilitate stakeholder communication.

Objective - Monitor, evaluate, and make needed changes to the business development plan. Following implementation, regular meetings should be held to ensure that the plan's goals are being met. Members of the business development partnership are best suited to the completion of this objective.

Mid- to Long-term Strategies

- Establish monitoring criteria to track the success of specific strategies. See the Summary of Goals, Objectives and Strategies section within this chapter for a list of business development recommendations that can be used to track progress.
- Utilize monitoring criteria to evaluate the success of the development plan.
- Evaluate feedback from the monitoring and evaluation process and make adjustments to the development plan where necessary.

In addition to the features listed above, successful business development strategies should include the following: firm commitments from public and private leaders, recognition that pub-

lic participation is an investment in the community's future rather than an expense, and realization that risk-taking is necessary when based on a carefully developed plan (Marshall, 2000).

Parking

A perceived inadequate supply of parking for both building tenants and patrons of Downtown businesses was the most common concern voiced by Douglas residents at public meetings in September and October, 2008. It was acknowledged that Douglas residents' expectations are that parking will be available in the immediate vicinity of a destination at any given time. This expectation may lead to the perception of inadequate parking supply, although, as discussed below, an adequate supply of parking is available Downtown. Comments received from the public did not distinguish between on and off-street parking.

Douglas residents also voiced concern with the regulation of Downtown parking, specifically, the

two-hour time limit enforced in some on-street parking locations. While residents did not advocate for the removal of this regulation, some feel that the time limit places a burden on Downtown tenants, who must find parking farther from their buildings, repeatedly move their vehicles, or pay parking fines.

Douglas residents believed a Downtown parking structure was one way to deal with inadequate parking supply. The use of parking structures in other cities' downtowns reinforced the idea that Douglas should do the same. After hard facts about the actual downtown parking supply and the cost of structured parking were presented, Douglas residents were less supportive of developing structured parking.

The location and relative supply of Downtown parking is shown in Figure 44. The majority of available parking in Downtown Douglas is off-street parking. The relatively small supply of on-street parking, particularly on G Avenue with direct access to adjacent businesses, may lead to the perception of inadequate parking supply. The

existing angle-in parking configuration of most on-street parking maximizes available supply in these locations. Consequently, strategies to increase Downtown parking supply must focus on parking regulation.

Objective – Regulate and enforce parking to promote land and business development in the Downtown Study Area.

Traditional planning and urban development standards have generally resulted in an oversupply of parking across much of the country, and Douglas is no exception. Excessive parking does not always benefit the community; it may disadvantage pedestrians and other modes of transportation by distorting the compact form of the traditional, walkable Downtown. Under traditional parking standards, valuable land that could be used for residential and commercial development must be dedicated to parking, reducing potential economic benefits to the community.



Figure 44. Downtown Douglas Parking Supply
Source: Kevin Burke (2008)



Figure 45: Expanded Limited Parking Zones
Source: Kevin Burke (2008)

The City's minimum parking requirements are an impediment to the type of development advocated in this plan because they add considerable additional cost to new commercial and residential development. The alternatives presented here will allow the City to effectively manage existing parking supply while using parking regulation as a tool to promote and facilitate land and business development. Unless otherwise noted, strategies are proposed for immediate implementation by the City.

Off-street parking strategies

- Revise Planning and Zoning Code (Article 6, Section 602.1) to allow shared parking in mixed-use development. Minimum parking requirements are conservative estimates and can lead to an oversupply of parking. Calculations for shared parking requirements, such as those found in the Urban Land Institute publication Shared Parking, will reduce the burden placed on developers.
- Expand Planning and Zoning Code (Article 6, Section 611) to allow the owner of any new development to petition the City Design Review Board for an exemption from existing regulations.

On-street parking strategies

- Create a system of fee parking permits for limited parking areas. Under the current system, business owners and residents are most impacted by two-hour time limit. While maintaining free parking and current enforcement action in the Downtown business district, permits will ensure that tenants have access to their buildings and will provide a stable source of revenue for the City.
- Expand limited parking zones to include most on-street parking in the Downtown Study Area, as shown in Figure 45 (8th, 9th, 10th, 11th, 12th from H Avenue to F Avenue, F Avenue from 8th to 12th).
- Convert remaining parallel parking to angle-in parking where feasible.
- In the long-term, consider revising Douglas Municipal Code, Title 10, Section 10.16.040 to create a pay-to-park (metered) system. Potential benefits of limiting parking supply and encouraging market pricing of parking may include advantages for other modes of transportation, reduced housing costs, enhanced urban form and environmental quality, as well as revenue for the City.

Connectivity

This section focuses on improving pedestrian, bicycle and automobile connectivity to Downtown from the border and other points of activity in Douglas, as well as on enhancing streetscape design elements in and leading to Downtown.

GOAL: Enhance Downtown streetscape elements, bicycle and pedestrian access, and connectivity between Downtown and other focal points in Douglas.

This goal is guided by the idea that when the above elements are improved, people will be more likely to: 1) be attracted to Downtown; and 2) spend more time there once they have arrived. Clear signage, enhanced pedestrian and bicycle infrastructure, and a welcoming streetscape will all contribute to increased pedestrian and economic activity, which will be a key component in transforming Downtown Douglas into a vibrant, inviting public space.

The following strategies are recommended based on the existing conditions and current assets of the Downtown streetscape and transportation infrastructure. These strategies will enhance the opportunity to capture the 17,000 people who cross the border each day to shop, and will also increase the overall activity Downtown from other areas of the City and region.



Figure 46. Downtown Transportation Infrastructure and Nearby Attractions
Source: Tasha Krecek (2008)



Figure 47. Speed Bump
Source: Eva Cosyleon (2008)



Figure 48. Narrow Street
Source: Eva Cosyleon (2008)

The proposed objectives, while ambitious, are realistically achievable and specifically tailored to the unique cultural, historical, and environmental context of Downtown Douglas.

Funding opportunities for transportation and streetscape enhancement projects can be explored through the National Transportation Enhancements Clearinghouse (www.enhancements.org).

Objective - Provide a safe environment for all modes of transportation to and within Downtown.

Safety is crucial to attracting people to Downtown because it provides comfort and convenience within the surroundings. Traffic calming techniques, which slow down vehicles and increase safety for pedestrians and bicyclists, also have the added effect of increasing motorist awareness of Downtown businesses and amenities. Motorists who are driving slowly and cautiously will tend to notice more in the surrounding environment, such as business signage.

Short-term Strategies

- Perform a traffic study assessment of Downtown streets and streets that link to Downtown (10th Street, 15th Street, H Avenue, Pan American Highway, and 5th Street) to determine best places to locate traffic mitigation techniques.
- Place planters in strategic places in order to slow down traffic on major corridors that link to Downtown; for example, H Avenue and 10th Street, and on G Avenue. This will also capture rainwater and prevent rapid run-off and flooding.
- Place speed bumps (Figure 47) on G Avenue to slow down traffic for pedestrian and other non-auto traffic and create a calmer atmosphere. These speed bumps should be located where traffic is busiest on longer blocks, where cars often speed between intersections. (Appendix H.1: Streetscape Design: “Getting Streetscape Design Right”)
- Narrow Street. G Avenue traffic can be slowed down if the street becomes narrower. This can be done by painting side lines closer in. This will also allow for the creation of a bike lane, if desired. (Appendix H.1: Streetscape Design: “Getting Streetscape Design Right”) See Figure 48.



Figure 49. Crosswalk
Source: Eva Cosyleon (2008)



Figure 50. Bike Lane
Source: Eva Cosyleon (2008)



Figure 51. Curb Bump-outs
Source: St. Louis Downtown Streetscape (2008)

- Lane Closure. Close a lane or make part of G Avenue a one way one lane.
- Make pedestrian crosswalks clearly visible with paint or different textures on pavement (i.e. bricks, corrugated concrete, or stamped concrete) See Figure 49.
- Paint bike lanes to create a safer atmosphere for bicyclists and promote bicycle activity Downtown.

Mid-term Strategies

- Narrow G Avenue with bump-outs at intersections to slow down traffic both on G Avenue and side streets (Figure 51).



Figure 52. Street median
Source: Downtown Hamilton Streetscape Project (2008)

- Install crosswalk signals that are efficient for users along G Avenue, in between blocks on G Avenue and other areas around Douglas that link to Downtown.
- Install adequate lighting on sidewalks that lead to Downtown and within Downtown. This will allow a safer atmosphere and promote easier way-finding at night.

Long-term Strategies

- Build planted medians on G Avenue to narrow the street and slow down traffic. Consider installing medians shorter than a block to reduce



Figure 53. Wide Sidewalk
Source: Eva Cosyleon (2008)

costs (Figure 52).

- Ensure that all sidewalks along G Avenue and other sidewalks that link to Downtown are friendly for all users. Repair cracks or lifts in sidewalk that may make it difficult to use strollers, walkers, or wheelchairs. All sidewalks should also have curb cuts at the corners that are ADA compliant.
- Widen sidewalks (Figure 53) to accommodate more pedestrians and street furniture and to encourage possible sidewalk cafes.
- Construct grates over drainage systems to ensure that pedestrians are safe from tripping or falling into them.

Objective - Enhance Downtown street aesthetics to create a distinctive, pleasant pedestrian environment.

Streetscape beautification strategies may range from simple landscaping improvements to elaborate architectural and design renovations. Downtown Douglas already contains many of the foundations of an inviting streetscape - distinctive architecture, ample sidewalks for pedestrians, a pleasant natural environment, and basic landscaping elements (Figure 54, Figure 55).

The current streetscape assets mean that a few relatively simple, inexpensive improvements can result in high-impact enhancements to the Downtown streetscape in the short term; long-term decisions and projects can then be prioritized based on public input and funding opportunities. An overview of streetscape design can be found in “Getting Streetscape Design Right,” by David Schellinger and Sharon Priest, included in Appendix H.1.

Short-term Strategies

- Appoint a Downtown Streetscape Task Force comprised of local residents. This group, which could first be established informally and then later take on a more formal role, can work with the City, the Redevelopment Commission (suggested in the Plan Administration section), and the Design Review Board on issues of streetscape enhancement, including funding, priority projects, and local business or volunteer involvement.
- Improve landscaping by adding planters and hanging flower baskets along G Avenue to enhance the pedestrian experience and to distinguish G Avenue as Downtown’s main street. Place new planters close to existing benches to create an inviting sitting environment.
- Consider native plants for landscaping enhancements throughout Downtown. A native plant list is provided in Appendix I.4: Sustainable Design Resources: Native Plant List.
- Improve business signage by adding pedestrian-level signs.



Figure 54. Streetscape Assets in Downtown Douglas
Source: Tory Foster (2008)



Figure 55. Streetscape Assets in Downtown Douglas
Source: Tory Foster (2008)

Streetscape Improvements: G Avenue

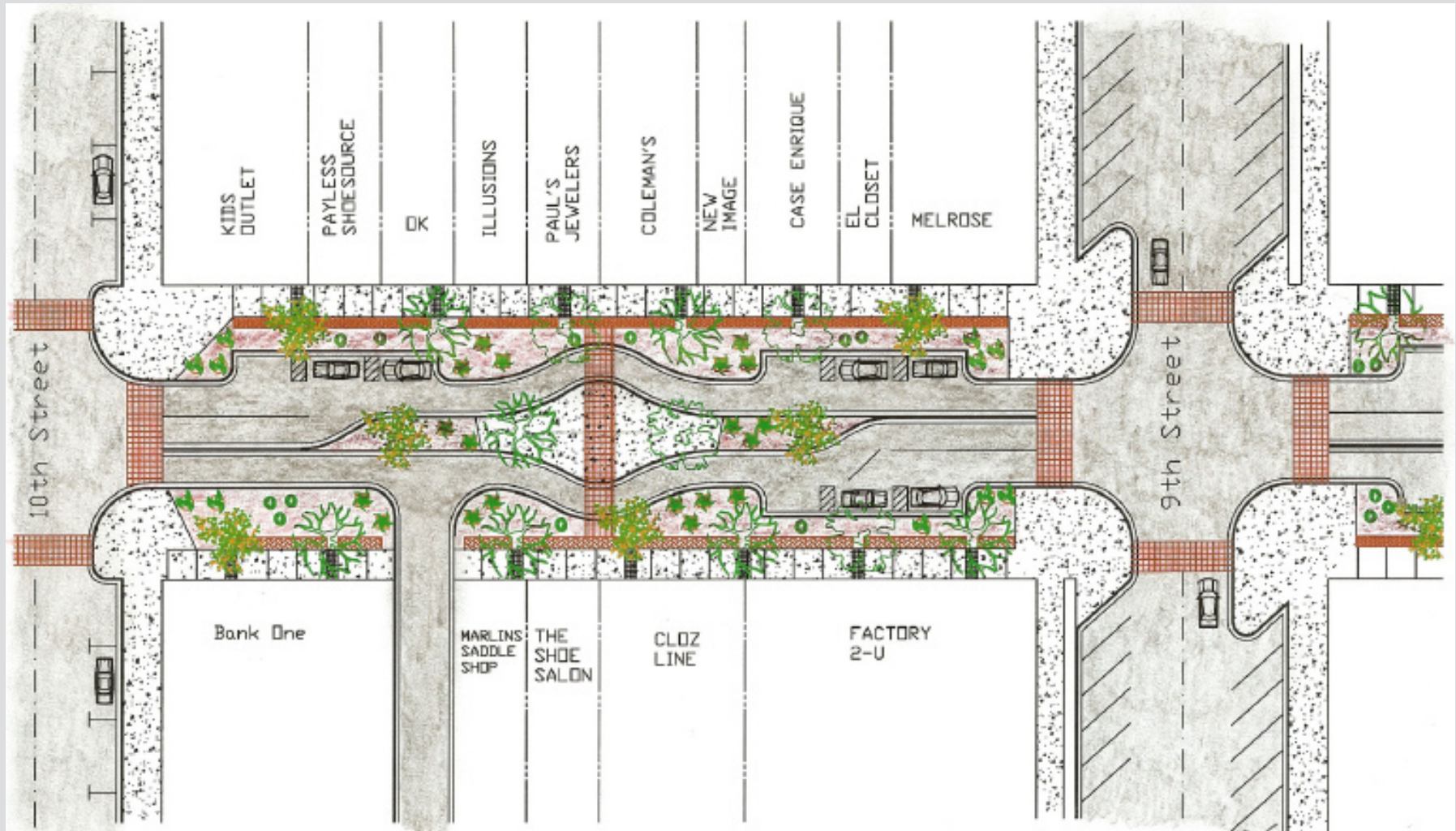


Figure 56. Proposed G Avenue Streetscape Improvements. This rendering combines traffic calming, reduced on-street parking, native vegetation and passive rainwater harvesting elements to create an inviting pedestrian-oriented streetscape.
Source: City of Douglas (2008)



Figure 57. Planters, hanging baskets, and banners on University Boulevard in Tucson, Arizona
Source: Tory Foster (2008)



Figure 58. Pedestrian-level signs on University Boulevard in Tucson, Arizona
Source: Tory Foster (2008)



Figure 59. Existing Downtown Signage
Source: Tory Foster (2008)



Figure 60. "Cultural Crossroads" mural. An example of public art that highlights Douglas's unique character.
Source: Tory Foster (2008)

- Encourage business participation in the City's efforts at streetscape enhancement through the current facade improvement program (the program has been temporarily suspended, but may be reinstated).
- Continue to use distinctive Downtown banners along G Avenue's stoplights to announce special events and create a Downtown identity. (More details on creating a logo for Downtown can be found in the Heritage section.)
- Invite local artisans to contribute their work to Downtown, allowing art pieces to serve as locational markers, conversation starters, and contribute to the development of a distinct sense of place in Downtown Douglas.

Mid-term Strategies

- Widen sidewalks on both sides of G Avenue in order to accommodate more pedestrians, landscaping elements, infrastructure improvements, and outdoor seating for businesses. This will have the added benefit of narrowing G Avenue, which will assist in traffic calming as Downtown begins to attract more vehicles.

Long-term Strategies

- Ensure continued maintenance and improvement of street aesthetics, as well adjustments based on increased activity Downtown, by maintaining the Downtown Streetscape Task Force and appointing new or additional members as necessary. The Task Force may also create a Public Art Task Force to undertake a comprehensive process of public art planning and commissioning. (Appendix H.2: Streetscape Design: Public Art contains more information on public art resources and funding mechanisms.)

Objective - Incorporate regionally appropriate design elements to increase community awareness of environmentally-friendly alternatives. Such projects can serve as opportunities to build community connections through involvement of diverse groups in special projects.

Throughout the process of Downtown revitalization, the City and affiliated partners have an opportunity to integrate green infrastructure and sustainable design into new projects. Douglas's

desert environment and its position as a "cultural crossroads" with Mexico mean such projects can be uniquely suited to enhance cultural and environmental awareness, as well as establish Downtown as a distinctive space.

According to Mark Benedict and Edward McMahon, "a comprehensive, proactive, green infrastructure approach to land conservation and development provides a number of benefits to communities and regions. ...Green infrastructure helps to sustain forests, farms, and other working lands and allows natural systems to function as intended, saving communities millions of dollars in flood mitigation, water purification, and a host of other savings resulting from avoiding expensive man-made solutions" (2006).

Sustainable design and construction methods and renewable energy infrastructure often result in long-term savings for individuals, businesses, and municipalities. (See Appendix I.5: Sustainable Design Resources: Cost Effectiveness for more information on cost-effectiveness of green building and sustainable design.)

Appendix I: Sustainable Design Resources offers resources for various sustainable design elements that may be used over the course of the revitalization of Downtown Douglas: Smart Growth principles, Low Impact Development strategies, rainwater harvesting, native vegetation, and green building.

Short-term Strategies

- Educate community decision-makers (Mayor, City Council, Downtown Redevelopment Commission) about regionally and environmentally appropriate alternatives in design decisions along the way to Downtown redevelopment.
- Appoint one member of the Redevelopment Commission as a "Sustainability Coordinator," to research and advise other members of potential alternatives when undertaking a new project. Many alternatives are relatively inexpensive when implemented from the beginning of a project. See Appendix I.5: Sustainable Design Resources for resources and suggestions for places to begin with sustainable design.



Figure 61. Community Gardens involve community members of all ages, contribute to urban green space, healthy eating habits, and provide demonstration space for sustainable design techniques. Source: Tory Foster (2008)

Mid-term Strategies

- Use community volunteers and programs to build and maintain a small urban garden (Figures 60 and 61) in the pocket park on G Avenue. This park currently evokes a “cultural crossroads” theme which would be enhanced by a project that could involve people from diverse local groups. This garden space could contain locally appropriate food, and could be used to demonstrate rainwater harvesting, xeriscaping (for definition and principles of xeriscaping, see Appendix I.4: Sustainable Design Resources: Xeriscaping), vegetable gardening, or traditional cultural plant foods from northern Mexico. For more information on community gardening, see Appendix I.6: Community Development: Community Gardening Resources.
- Implement a demonstration rainwater harvesting system (Figure 62) at the City-owned warehouse along the Border Path. (Appendix I.3: Sustainable Design Resources: Rainwater Harvesting)
- Encourage Downtown business owners to use green building techniques and construction ma-

terials for renovations and improvements. Green building techniques include use of alternative energy sources, such as solar panels, and other energy-saving techniques; green construction materials are often locally available, recycled, or obtained from environmentally-friendly sources. (See Appendix I.5: Sustainable Design Resources: Green Building for more information.)

Objective - Provide street furniture that creates a welcoming, comfortable environment Downtown.

Having the proper elements on a street will allow people a variety of choices, whether it is to sit, walk, bike, eat, or just relax, but the fundamental principle is to create a place where people want to stay even when they have finished the task they came accomplish.

Short-term Strategies

- Perform an assessment of existing Downtown Douglas street furniture. For example: observing when or if people use the existing benches, trash

cans, or water fountains. Determine when and what benches are used.

- Determine locations for more public restrooms.

Mid-term Strategies

- Based on assessment, determine best locations for street furniture.
- Informational kiosk installation can help visitors locate areas to visit. These should be placed at entrances to Downtown or in other convenient locations, such as, near a parking lot, along G Avenue or at park entrances.
- Install bike racks, trash cans, and drinking fountains along both sides of G Avenue in the middle of the block. Location of these amenities should be out of pedestrians' way, but near each other and in shaded areas. (Streetscape Design Appendix H.3)
- Planters and landscaping will provide shade and seating for pedestrians and can be locations for other street furniture.
- Obtain funding for public restrooms.

Long-term Strategies

- Based on the assessment of current bench use and location, strategic design and location of benches can be added. Install a variety of bench styles that are backless or have medians or intermediate arms. This will allow people options for observing surroundings. Locate benches in the shade or next to landscaping, art pieces or other street furniture. (Streetscape Design Appendix H.1)
- Construct public restrooms at major entrance locations Downtown.
- Add to public space by utilizing vacant lots or small spaces between buildings or sidewalk cafes. These spaces can have shaded spots for people to relax, people watch, or drink coffee.



Figure 62. Rainwater Harvesting Cisterns at the University of Arizona Visitor Center in Tucson, Arizona
Source: Tory Foster (2008)



Figure 63. Street Furniture
Source: Eva Cosyleon (2008)



Figure 64. Existing Path to Downtown Douglas from the International Border
Source: Taylor Collins (2008)

Objective - Install bi-lingual signage around the City directing people to the Downtown area.

Increasing signage will help direct visitors to the Downtown area each time they visit Douglas.

Short-term Strategies

- Install signage in the line of sight of those entering the U.S. from Mexico as pedestrians, indicating the direction of the Downtown shopping district. Ideal placement would be just north of the pedestrian entrance.
- Install signage at key points throughout town indicating the direction of the Downtown area. Key points include, but are not limited to, Pan American Highway at its intersection with Wal-Mart, at the local schools, Food City, all the local parks, the Visitors' Center, and the fairgrounds.

Objective - Improve pedestrian access to Downtown from the border.

The linear park running along the western side of Pan-American Highway provides a clear and

convenient path to Wal-Mart. The path to Downtown Douglas should be just as prominent.

Short-term Strategies

- Maintain the walkway and vegetation connecting the border and Downtown (Figure xx). Attention should be paid to the street running directly parallel to the border, and also the dirt path connecting to the park at the corner of H Avenue and 3rd Street. Potential improvements include mowing the grass on either side of the path, planting native plants along the path, and providing lighting for nighttime use.

Mid-term Strategies

- Start a shuttle or small bus service connecting the border to Downtown, the major parks, schools, Food City, and Wal-Mart. Make Downtown the first stop from the border to emphasize its importance. This will allow shoppers the ability to carry larger packages and purchases than they can on foot.

Objective - Create a network of bicycle and pedestrian connectivity between Downtown, other points of interest, and existing pedestrian and bicycling hubs.

A network of bicycle and pedestrian connectivity will increase traffic efficiency and affordability, allowing more people to have access to Downtown. Providing for non-motorized forms of transportation offers many personal and community benefits including mobility for non-drivers, financial savings, public health benefits, exercise, increased social interaction, road parking and facility savings, increased appeal for tourists, and reduced traffic congestion (Victoria Transport Policy Institute).

Short-term Strategies

- Advertise the bike path in the linear park to encourage usage. Advertising this path would be an excellent way to take advantage of existing infrastructure to try to attract more people to Downtown.
- Identify a feasible location, such as 10th Street,

to connect the Downtown and Civic Plaza to the linear park and bicycle path along Pan-American Highway with a Toucan crosswalk (Figure 65). Toucan crossings, or “Two can cross” lighted crosswalks, allow both pedestrians and cyclists to trigger the light and cross the street. They are usually located in areas where pedestrians and cyclists need to cross busy streets (Metropolitan Transportation Commission, April 13, 2006).

- Locate a feasible street, such as 10th Street, for a designated bicycle route (Figure 66), which would connect Downtown with eastern Douglas. Use signage to increase safety and awareness concerning the bicycle route (Appendix H.3 Best Practices in Bicycle and Pedestrian Wayfinding in the Washington Region and Appendix H.3 Victoria Transport Policy Institute).
- Install bicycle racks Downtown. Their locations should coincide with bicycle routes and destination points. Bicycle racks are also an excellent way to incorporate public art into Downtown (Appendix H.3: Association of Pedestrian and Bicycle Professionals).



Figure 65. Toucan Crossing
Source: Tory Foster (2008)



Figure 66. Bike Sign
Source: Tory Foster (2008)

Mid-term Strategies

- Locate a feasible street, such as 10th Street, to paint a bike lane and place signage. (Appendix H.3: Best Practices in Bicycle and Pedestrian Wayfinding in the Washington Region and Appendix H.3: Victoria Transport Policy Institute)
- Extend the linear park and bicycle path to reach the border in order to capture more border traffic and draw more people up the linear park. With the addition of the Toucan crossing at 10th Street, pedestrians and cyclists can easily access Downtown.
- Paint a bike lane on G Avenue and place signage. As traffic increases Downtown it will be important to enhance the safety of cyclists on G Avenue (Appendix H.3: Best Practices in Bicycle and Pedestrian Wayfinding in the Washington Region and Appendix H.3: Victoria Transport Policy Institute).

Long-term Strategies

- Connect Downtown to the linear park and bicycle path along Pan-American Highway with a

Toucan crosswalk at identified location on Pan-American Highway.

- Install Toucan crosswalks at key intersections, such as along G Avenue at 8th, 10th, and 12th Streets, as Downtown traffic increases.

Objective - Enhance bicycle and pedestrian awareness within Douglas to build a cycling and pedestrian community that will utilize Downtown.

Events can be used to promote non-motorized forms of transportation through educating the community about the benefits and building excitement for bicycle and pedestrian activities.

Long-term Strategies

- Hold bicycle and pedestrian safety events Downtown to increase community awareness and enthusiasm about alternative forms of transportation.
- Encourage Downtown businesses to sponsor “bike or walk to work” days.

Heritage

Background

Once an organization is formed to guide downtown revitalization, an identity may be chosen for Downtown Douglas. Image is an extremely important tool for influencing the revitalization of any town. Creating a positive perception of Downtown is integral in drawing renewed interest and activity to the space. The identity of Downtown Douglas can be built from its colorful mining and ranching history, its cultural attractions, and its regional setting.

This section will identify historical attractions and possible ways to develop a program to preserve and interpret them. This section also identifies potential regional recreation and ecotourism attractions and how to make Downtown Douglas

a hub for visitors to those destinations. Finally, this section describes the process for developing tourism partnerships and opportunities for enhancing advertising Downtown Douglas as a destination.

GOAL: Create a positive identity for Downtown Douglas that builds on its history and regional and local attractions.



Figure 67. Douglas Police Station
Source: Brean Dyer (2008)



Figure 68. Douglas Post Office
Source: Brean Dyer (2008)

Objective - Enhance historic attractions.

A description of Downtown Douglas's historic attractions can be found in the Existing Conditions section of this plan. Douglas's historic attractions and regional identity are important assets to the community and a vital part of Douglas's identity and sense of place.

Further information on revitalizing Douglas through preservation can be found in the Historic Preservation Appendix K.

Short-term Strategies

- Establish committees and review boards to oversee improvements to historic sites and districts.
- A steering committee should be formed to guide the preservation process within the Douglas Historic District so that property owners can work together to create a historically authentic experience for visitors and residents. This process will allow community members to strength-

en existing partnerships and reach out to new partners in the preservation process.

Mid-term Strategies

- Determine priority projects for funding applications. Some funding is available by project type, making this a necessary step for funding and grant applications as well as an important step in the visioning process. The first main task for the steering committee will be to decide which projects are most important to the revitalization of Downtown Douglas.

Long-term Strategies

- Apply for funding and complete projects. Many forms of support are available for preservation efforts, including direct grants and funding, technical assistance, advocacy, legal assistance, and tax incentives. Information on sources of assistance is in the Funding and Assistance Section of the Historic Preservation Appendix K.3.

Objective - Identify a recognizable symbol for the Downtown revitalization effort that is integrated with the existing City of Douglas logo.

Short-term Strategies

- Research other towns' logos. There are many examples of logos developed by cities and towns across the nation that convey a positive image.
- Develop a logo for Downtown Douglas that will serve as a visual representation of what Downtown is and where it is going. Appendix L contains guidelines for developing logos.
- Involve the community, including local and regional artists and graphic designers, in the creation of Downtown logo.
- Involve local youth by initiating contests in schools for logo ideas. In addition to increasing the participation of young people in the Downtown revitalization process, logo contests are a relatively inexpensive way to inject creativity into the logo design process.



Figure 69. Ozark Main Street Logo
Source: www.ozarkmainstreet.org



Figure 70. Raton Main Street Logo
Source: www.ratonmainstreet.com

Objective - Identify existing tourist attractions in and around Douglas.

Short-term Strategies

- Identify regional tourist attractions. Tourist attractions in the Douglas region (i.e. within 60 miles) include recreational sites, ecotourism sites, and historic and cultural attractions.
- Identify existing local tourist attractions on both sides of the border. Local tourist attractions include primary elements, such as recreational areas, historic and cultural attractions, and secondary elements, such as accommodations and restaurants. Information about local historic attractions and parks in Douglas is summarized below with information about cultural attractions and secondary elements in Appendix M.1. A calendar of annual local events is listed in Appendix M.3. The events calendar should be updated and revised to keep it current.

Objective - Develop and enhance attractions to draw people to Douglas.

Short-term Strategies

- Enhance the use of existing advertising opportunities by local tourism partners. Using existing advertising partnerships and opportunities, regional and local tourist attractions should be promoted to draw visitors and residents to Downtown Douglas. (Appendix L.3: Advertising Opportunities). Use of advertising methods, which vary in cost, frequency and level of advance notice, should be tailored to the type of event or attraction to be promoted [Appendix: Advertising Methods L.1].
- Develop materials describing in detail local recreational areas, local historic and cultural attractions (i.e. sites and events), and local secondary elements, such as hotels and restaurants (Appendix M.1: Local Cultural Attractions and Secondary Elements).
- Use regional or national advertising strategies to provide information to a wide range of potential visitors about local attractions, drawing tourists to visit Douglas.

- Draw local residents and visitors to Downtown events and sites with signs (see Connectivity section), local advertising strategies, and targeted advertising for local audiences (Appendix L: Advertising Opportunities and Appendix L: Advertising Methods).
- Advertise existing regional tourist attractions. Develop materials about regional tourist attractions, and distribute using advertising opportunities listed in Appendix L: Advertising Opportunities.
- Educate Douglas residents about regional amenities through programs at the library, schools (primary, secondary, and post-secondary), with Downtown businesses, and at public events.
- Improve the City of Douglas web site by including information on tourist attractions. The City of Douglas web site is referred to in many other promotional materials, yet it lacks several important elements for informing and exciting potential visitors about primary and secondary tourist attractions. Many small towns with environmental and historical attractions advertise these attractions on their local web sites (Figure 71, Figure 72, Figure 73).



Figure 71. Amery, WI web site
Source: www.amerywisconsin.org

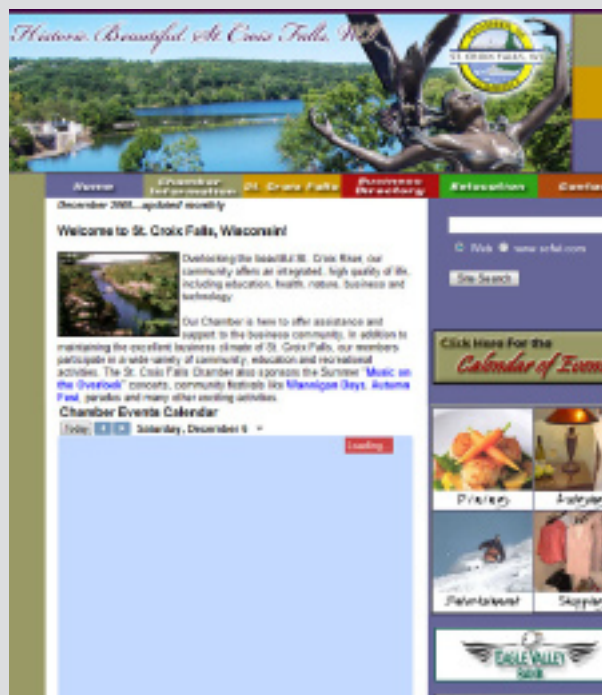


Figure 72. Croix Falls, WI web site
Source: <http://www.scfwi.com/>



Figure 73. Bozeman, MT web site
Source: www.bozemancvb.com

- Identify potential new tourist attractions using surveys and literature. Public input should be collected to identify possible support for new events, tours, and cultural facilities. Appendix M.2: Potential new tourist attractions, summarizes input collected at one public meeting about possible events and tours. Popular ongoing events could be repeated more often throughout the year. Literature about revitalizing downtown areas recommends a set of events, tours and cultural facilities that are commonly successful in drawing people downtown (Ayala 1995, Brookings Institution 2005). Cultural facilities in development in Douglas, such as the art car museum and the renovation of the Grand Theater, will provide additional tourist attractions. Opportunities exist for enhancing regional and local tourist sites for ecotourism and heritage tourism, and Douglas's tourism initiative could include agricultural tourism, aerotourism, and/or rails to trails programs (Appendix M.3: Tourism Resources).
- Determine secondary amenities in Douglas. In addition to providing primary tourist attractions, a successful tourism program requires secondary amenities, such as lodging and restaurants.

An assessment of needed secondary amenities for tourists in Douglas will support other tourism initiatives.

- Create partnerships to develop and promote new tourist attractions. These partners will work together to develop and support new events and tours, as well as cultural facilities and other necessary secondary elements to support tourism Downtown. By forming a partnership, individuals in the partnership can share financial and technical resources and combine events and sites into tours and larger attractions. Potential partners and their contact information are listed in Appendix J: Contact Information.

Mid-term Strategies

- Develop a tourism program with regional and local partnerships. New tourist attractions can be developed based on a tourism strategy developed in partnerships using recommended methods (Appendix M.3: Tourism Resources). The development of new heritage tours, new cultural facilities, and additional secondary tourism elements will help support tourism

in Douglas. These tourism initiatives can be initiated and supported by tourism partnerships. Partnerships are a critical element of a successful tourism marketing program. In addition to developing cultural attractions and facilities, partners can work together to develop and select advertising strategies (Appendix L.1: Advertising Methods).

Objective - Identify the process for developing a broader identity for Downtown Douglas.

Short-term Strategies

- Refine the vision for Downtown Douglas. The vision suggested in this plan for the Downtown study area is: The heart of Douglas is an accessible, livable, traditional downtown where two communities interact and prosper. A vision for downtown serves as the foundation for developing an identity. In order for the vision to best represent the community, it is crucial that there is an understanding of what Downtown currently offers and what the marketplace supports or demands. The overlap of these activities will

provide the basis for the image defined. Consensus on the vision results in a clear understanding of what position Downtown will take in the marketplace.

- Develop a strategy for targeting consumers and users of Downtown to identify their needs. Downtown's current condition needs to be assessed before developing the market position. This assessment includes analysis of the demographics of the existing and potential markets. When examining attitudes and motivations, focus groups are a useful research tool. Surveys are also used to determine what people are looking for in a downtown experience.



70
Heritage

Plan Administration

The creation of this Downtown Douglas Revitalization Plan is the first step in a continuing process of change and renewal that will bring many benefits to the community. The recommendations offered here are the result of careful analysis and an exploratory process that combined research, public participation, and an examination of downtown revitalization best practices. This process has resulted in the creation of a set of goals, objectives, and strategies that, to the extent applied, will help Douglas make progress toward its vision for Downtown.

GOAL: Establish a public/ private agency to manage the implementation of Downtown Douglas revitalization strategies.

While there are a number of ways in which a successful downtown revitalization campaign can be organized, any attempt at downtown revitalization must bring together both public and private interests and maintain a clear focus on the stated goals and objectives of the revitalization plan. The fol-

lowing overview of organizational models has been adapted from guidelines published by the National Trust for Historic Preservation. The City should carefully consider local circumstances to determine the organizational model best suited to begin the revitalization of Downtown Douglas.

Freestanding Non-Profit

A non-profit corporation may be established to implement the Downtown Revitalization Plan. A new organization of this kind can attract a broad-based constituency of community members to serve on its board and can define its mission to focus specifically on implementation of the revitalization plan and pursuit of the community vision. Freestanding non-profits benefit from their dedication to a single purpose, and the excitement their creation can generate in the community. On the other hand, such an entity may have difficulty raising funds to implement the plan, and lacks the legal authority to direct the expenditure of public funds.

City Government

Any implementation strategy must involve the city government to be successful. While City representatives may sit on boards or serve on committees of non-profit or other revitalization entities, a city may prefer to create an internal department to guide the revitalization process.

Mayor and Council can appoint board and committee members to guide the program. Doing so demonstrates the government's commitment to the area. Revitalization plans will benefit from dedicated funding and professional management under a city government, but may also suffer from politicization of the decision making process. While the level of city involvement differs, in most cases, the city remains the major source of funding for revitalization projects.

Chamber of Commerce

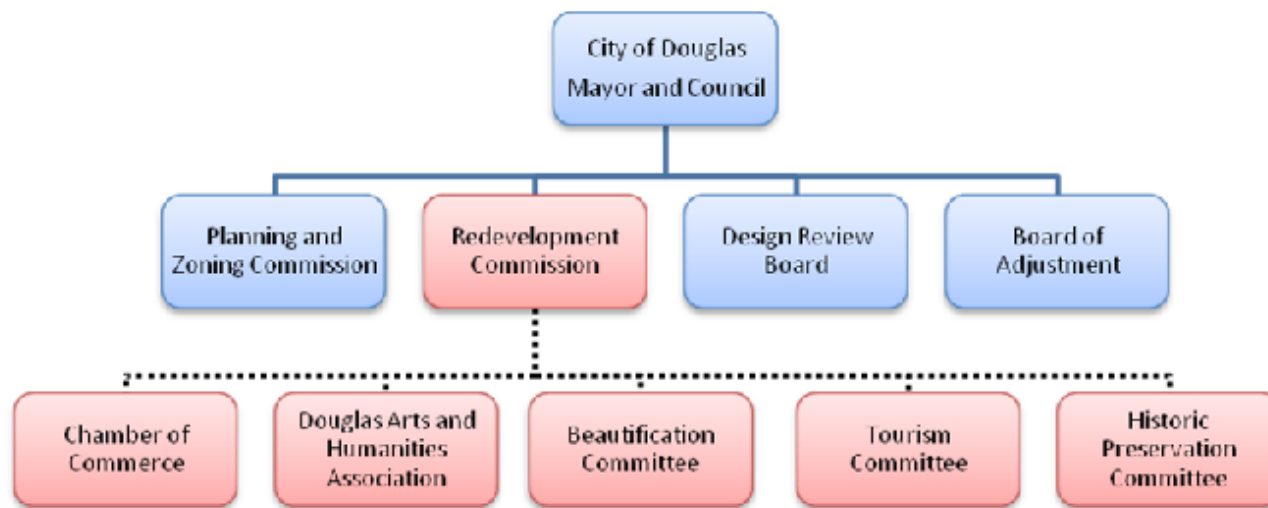
A strong, functioning Chamber of Commerce can also be responsible for managing the revitalization process. Often such groups have offices and staff in place to rapidly assume new responsibilities, but there are potential disadvantages as well. The chamber represents the private sector, while a revitalization program benefits from a broad constituent base. Additionally, changing leadership within the chamber may affect the stability of the revitalization program. Finally, as with a freestanding non-profit, the chamber of commerce lacks legal authority regarding the expenditure of public funds.

Downtown Redevelopment Commission

Pursuant to ARS § 36-1476, the City Mayor and Council may create a Redevelopment Commission that will act as an agent of the municipality in carrying out powers granted it under Article 36 of the Arizona Revised Statutes. This commission would have a board of five commissioners, appointed by Mayor and Council and authorized to undertake revitalization plans and projects within a defined area of operation, and exercise other powers delegated to it within the limits of ARS § 36-1475. This form of organization may benefit from the service of community members on the board and committees, while retaining public oversight and final approval of plans and projects. The Private Property Rights Protection Act, ARS § 12- 1131, places further restrictions on local governments' redevelopment authority.

Recommendation

The City of Douglas has limited resources available for Downtown revitalization. The City can leverage its resources by relying on the knowledge and skill of dedicated community leaders to formulate and implement revitalization strategies. The City should create a Downtown Douglas Redevelopment Commission, and appoint five members of the local community to its board of commissioners. The Commission will be governed by state regulations, (Appendix N), but will take direction from the Mayor and Council. All actions taken by the Commission are subject to City Council approval.



The Commission should be charged with the following:

- Coordinating the actions of multiple stakeholder groups with the City of Douglas.
- Attracting private investment to the Downtown Revitalization Area.
- Revitalizing Downtown through historic preservation and new development.
- Eliminating abandoned and unsafe properties.
- Building housing for all income levels.
- Supporting the highest standards in urban design.
- Ensuring the broadest possible citizen participation in its activities.

Figure 74. Downtown Revitalization Stakeholders
Source: Kevin Burke (2008)

Summary of Goals, Objectives and Strategies

Each of the goals, objectives, and strategies elaborated in this plan are listed below. They are listed in chronological order, from short-term to long-term. Columns to the right side of the table have been left intentionally blank. Managers may decide how objectives and tasks will be delegated to various stakeholder groups. Priority strategies, as well as project start and completion dates, can also be noted in the space provided.

This list may be reviewed quarterly by the City, or by the agency to which such powers are delegated. While it is recommended that a new entity be formed with the legal authority to carry out many of these strategies, other new and existing organizations can and should participate in the revitalization of Downtown Douglas.

Short-term Strategies (0-2 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Economic Revitalization				
Goal: Facilitate land and business development in the Downtown Study Area.				
Objective : Identify opportunities for development in Downtown Douglas.				
Designate a downtown infill incentive district and adopt an infill incentive plan for the district.				
Print a brochure detailing all development incentives for Downtown and distribute copies.				
Complete an inventory of parcels in the Downtown Study Area.				
Develop criteria for identifying real estate that is well suited for commercial, mixed-use, and housing development.				
Encourage developers of affordable housing in the Downtown area to apply for Low Income Housing Tax Credits and funding from the State Housing Fund.				
Apply for Community Development Block Grant funds for housing related activities.				
Apply for Arizona State Parks Heritage Funds for the restoration of buildings within the downtown area. (example: Grand Theatre, Phelps Dodge Mercantile building, Brophy building).				
Objective : Determine the extent and direction of local business development efforts for Downtown Douglas.				
Form a local business partnership involving key community stakeholders.				
Identify opportunities and assess need for local business recruitment and retention.				
Secure initial funding pledges from members of the local business partnership to cover operating/staff and consultant costs for up to two years.				

Short-term Strategies (0-2 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Objective : Prepare a business development plan for Downtown Douglas.				
Organize data into a local business development plan that specifies the results to be accomplished and sets priorities and a timeframe for those results.				
Develop strategies that explicitly detail the steps that will be taken to achieve each desired result, and determine who will be responsible for each activity.				
Identify technical and financial resources available for plan implementation.				
Identify and develop the additional resources necessary to facilitate the business development process.				
Objective : Regulate and enforce parking to promote land and business development in the Downtown Study Area.				
Expand limited parking zones to include most on-street parking in the Downtown Study Area (8th, 9th, 10th, 11th, 12th from H Ave. to F Ave., F Ave. from 8th to 12th).				
Create a system of fee parking permits for limited parking areas.				
Regulate and enforce time-limited parking.				
Convert remaining parallel parking to angle-in parking where feasible				
Create designated limited parking places along H Street between 10th and 11th Avenues.				
Expand Planning and Zoning Code (Article 6, Section 611) to allow owner of any new development in the Downtown Study Area to petition the City Design Review Board for an exemption from existing regulations.				
Revise Planning and Zoning Code (Article 6, Section 602.1) to allow shared parking in mixed-use development.				
Consider installing parking meters along G ave. Along with providing free parking opportunities on city owned property.				

Short-term Strategies (0-2 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
<i>Brophy Building Case Study Objective : Partner with Downtown property owners to demonstrate mixed-use product viability in Downtown Study Area.</i>				
Engage the property owner to establish a partnership with the City.				
Provide fiscal incentives for property owner redevelopment (expedited permit approval, reduced development and permit fees).				
Acquire development rights from the property owner.				
Acquire the property at market value.				
<i>Civic Plaza Case Study Objective : Create a shared, open space in the heart of Douglas suitable for civic events and public assembly.</i>				
Discourage vehicular traffic and encourage pedestrian traffic by raising the pavement level on crosswalks along 10th Street between City Hall and the Civic Plaza site.				
Hold community events (Farmer's market, Christmas tree lighting, Parade stage, etc.) on the Civic Plaza site.				

Short-term Strategies (0-2 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Connectivity				
Goal: Enhance downtown streetscape elements, bicycle and pedestrian access, and connectivity between Downtown and other focal points in Douglas.				
Objective : Provide a safe environment for all modes of transportation to and within Downtown.				
Perform a traffic study assessment of downtown streets and streets that links to downtown (10th Street, 15th Street, H Ave, Pan American Highway, and 5th Street) to determine suitable locations for traffic calming measures.				
Use traffic calming measures on G Ave to slow down traffic for pedestrian and other non-auto traffic.				
Make pedestrian crosswalks clearly visible with paint or different texture on pavement.				
Paint bike lanes to create a safer atmosphere for bicyclist and promote bicycle activity Downtown.				
Objective : Enhance downtown street aesthetics to create a distinctive, pleasant pedestrian environment.				
Form a Downtown Beautification Committee comprised of local residents.				
Encourage business participation in the existing facade improvement program.				
Invite local artisans to contribute their work to Downtown, allowing art pieces to serve as locational markers, conversation starters, and contribute to the development of a distinct sense of place in Downtown Douglas.				
Continue to use distinctive Downtown banners along G Avenue's stoplights to announce special events and to create a downtown identity.				

Short-term Strategies (0-2 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Objective : Enhance downtown street aesthetics to create a distinctive, pleasant pedestrian environment.				
Create downtown signage similar to signage within malls, listing the location of business within the downtown area.				
Improve business signage by adding pedestrian-level signs.				
Improve landscaping by adding planters and hanging flower baskets along G Avenue to enhance the pedestrian experience and to distinguish G Avenue as downtown's main street.				
Consider native plants for landscaping enhancements throughout Downtown.				
Objective : Incorporate regionally appropriate design elements to increase community awareness of environmentally-friendly alternatives and to build community connections through involvement of diverse groups in special projects.				
Educate community decision-makers (Mayor, City Council, Redevelopment Commission) about regionally and environmentally appropriate alternatives in design decisions along the way to Downtown redevelopment.				
Nominate one member of the Redevelopment Commission as a "Sustainability Coordinator," to research and advise other members of potential alternatives when undertaking a new project.				
Objective : Provide street furniture that creates a welcoming, comfortable environment Downtown.				
Perform an assessment of existing downtown Douglas street furniture.				
Determine locations for more public restrooms, possibly along the southern and northern sections of G Ave.				

Short-term Strategies (0-2 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Objective: Install bi-lingual signage around the city directing people to the Downtown area.				
Install signage in the line of sight of those entering the U.S. from Mexico as pedestrians indicating the direction of the Downtown-shopping district.				
Install signage at key points throughout the City indicating the direction of the Downtown area.				
Objective: Improve pedestrian access to Downtown from the border.				
Develop a liner park from the city parking lot to the downtown area, similar to the Pan American Linear Park.				
Maintain the walkway and vegetation connecting the border and Downtown.				
Objective: Create a network of bicycle and pedestrian connectivity between the Downtown, other points of interest, and existing pedestrian and bicycling hubs.				
Advertise the bike path in the linear park to encourage usage.				
Identify a feasible location, such as 10th Street, to connect the Downtown and Civic Plaza to the linear park and bicycle path along Pan-American Highway with a Toucan crosswalk.				
Locate a feasible street, such as 10th Street, for a designated bicycle route, which would connect Downtown with eastern Douglas.				
Install bicycle racks Downtown.				

Short-term Strategies (0-2 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
History and Tourism				
Goal: Have a positive identity for downtown Douglas that appreciates its history and draws people into downtown.				
Objective : Enhance historical attractions.				
Establish committees and review boards to oversee improvements to historic sites and districts.				
Form a steering committee to guide the preservation process within the Douglas Historic District.				
Objective : Identify a recognizable symbol for the Downtown revitalization effort that is integrated with the existing City of Douglas logo.				
Research other towns' logos.				
Develop a logo for Downtown that will serve as a visual representation of what Downtown is and where it is going.				
Involve the community, including local and regional artists and graphic designers, in the creation of Downtown logo.				
Involve local youth by initiating contests in schools for logo ideas.				
Objective : Identify existing tourist attractions in and around Douglas.				
Create partnerships to develop and promote new tourist attractions.				
Identify important regional tourist attractions.				
Identify existing local tourist attractions on both sides of the border.				
Develop signage describing the history of each building within the downtown area.				

Short-term Strategies (0-2 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Objective : Develop and enhance attractions to draw people to Douglas.				
Enhance the use of existing advertising opportunities by local tourism partners.				
Develop materials describing in detail local recreational areas, local historic and cultural attractions, and local secondary elements, such as hotels and restaurants.				
Use regional or national advertising strategies to provide information to a wide range of potential visitors about local attractions, drawing tourists to visit Douglas.				
Draw local residents and visitors to downtown events and sites with signs, local advertising strategies, and targeted advertising for local audiences.				
Advertise existing regional tourist attractions.				
Educate Douglas residents about regional amenities through programs at the library, at schools, with downtown businesses, and through other public events.				
Improve City of Douglas' web site by including information on tourist attractions.				
Identify potential new tourist attractions using surveys and literature.				

Mid-term Strategies (2-5 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Economic Revitalization				
Goal: Facilitate land and business development in the Downtown Study Area.				
Objective : Increase commercial, mixed-use, and housing development in the Downtown Study Area.				
Develop criteria for appropriate sale and lease terms for City-owned Downtown property.				
Develop procedures for assembling real property.				
Civic Plaza Case Study Objective : Create a shared, open space in the heart of Douglas suitable for civic events and public assembly.				
Continue to encourage pedestrian traffic by extending the pedestrian platform of brick pavers to link previously created crosswalks.				
Create pathways according to observed pedestrian corridors.				
Incorporate seating, vegetation, and shading elements along pedestrian corridors.				
Create public restrooms and water fountains in the renovation designs for the Phelps-Dodge building at street level.				
Create changes in grade to divide the plaza into smaller segments.				
Replace asphalt pavement in some sections with other surface materials, such as brick pavers, corrugated concrete, or grass.				
Remove and relocate lighting fixtures according to the divided quarters.				
Collaborate with owner of the Gadsden Hotel to install awnings and other architectural elements on the western façade facing the Civic Plaza site.				
Modify the renovation designs for the Phelps-Dodge building to include an upper-floor terrace overlooking the Civic Plaza site.				

Mid-term Strategies (2-5 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Brophy Building Case Study Objective : Partner with Downtown property owners to demonstrate mixed-use product viability and increase activity in Downtown Study Area.				
Revise zoning to allow for office space development.				
Pursue multiple redevelopment financing sources.				
Objective : Implement the local business development plan.				
Create a small business support system.				
Select an organization to implement the local business development plan.				
Objective : Monitor, evaluate, and make needed changes to the business development plan.				
Establish monitoring criteria to track the success of specific strategies.				
Utilize the monitoring criteria to evaluate the success of the development plan.				
Evaluate the feedback from the monitoring and evaluation processes and make adjustments to the development plan where necessary.				
Connectivity				
Goal: Enhance downtown streetscape elements, bicycle and pedestrian access, and connectivity between downtown and other focal points in Douglas.				
Objective : Provide a safe environment for all modes of transportation to and within Downtown.				
Continue traffic mitigation at intersections to slow down traffic both on G Avenue and side streets.				
Install crosswalk signals that are efficient for users along G. Avenue, in between blocks on G Avenue and other areas around Douglas that link to downtown.				
Install adequate lighting on sidewalks that lead to downtown and lighting within downtown.				

Mid-term Strategies (2-5 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Objective: Enhance downtown street aesthetics to create a distinctive, pleasant pedestrian environment.				
Widen sidewalks on both sides of G Avenue in order to accommodate more pedestrians, landscaping elements, infrastructure improvements, and outdoor seating for businesses.				
Objective: Incorporate regionally appropriate design elements to increase community awareness of environmentally-friendly alternatives and to build community connections through involvement of diverse groups in special projects.				
Encourage downtown business owners to use green building techniques and construction materials for renovations and improvements.				
Use community volunteers and programs to build and maintain a small urban garden in the pocket park on G Avenue.				
Implement a demonstration passive rainwater harvesting system at the City-owned warehouse along the Border Path.				
Objective: Provide street infrastructure or furniture that creates a welcoming, comfortable environment Downtown.				
Informational Kiosk installation can help visitors locate areas to visit.				
Install bike racks, trash cans, and drinking fountains along both sides of G Avenue in middle of the block.				
Based on assessment, determine best locations for street furniture.				
Obtain funding for public restrooms.				

Mid-term Strategies (2-5 years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Objective : Improve pedestrian access to Downtown from the border.				
Start a shuttle or small bus connecting the border to Downtown, the major parks, schools, Food City, and Wal-Mart.				
Objective : Create a network of bicycle and pedestrian connectivity between the Downtown, other points of interest, and existing pedestrian and bicycling hubs.				
Locate a feasible street, such as 10th Street, to paint a bike lane and place signage.				
Extend the linear park and bicycle path to reach the border in order to capture more border traffic and draw more people up the linear park.				
Paint a bike lane on G Avenue and place signage.				
History and Tourism				
Goal: Have a positive identity for downtown Douglas that appreciates its history and draws people into downtown.				
Objective : Enhance historical attractions.				
Determine priority projects for funding applications.				
Objective : Develop and enhance attractions to draw people to Douglas.				
Develop a tourism program with regional and local partnerships.				

Long-term Strategies (5+ years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Economic Revitalization				
Goal: Facilitate land and business development in the Downtown Study Area.				
<i>Objective: Increase commercial, mixed-use, and housing development in the Downtown Study Area.</i>				
Facilitate mixed-use development by providing equity as a mid-term or long-term investor.				
<i>Objective: Create a shared, open space in the heart of Douglas suitable for civic events and public assembly.</i>				
Continue to use the plaza for community events.				
Engage the public in a collaborative planning and design process.				
Assemble adjacent parcels for development of mixed use space.				
<i>Objective: Regulate and enforce parking to promote land and business development in the Downtown Study Area.</i>				
Consider revising Douglas Municipal Code, Title 10, Section 10.16.040 to create a pay-to-park (metered) system.				
Connectivity				
Goal: Enhance Downtown streetscape elements, bicycle and pedestrian access, and connectivity between Downtown and other focal points in Douglas.				
<i>Objective: Provide a safe environment for all modes of transportation to and within Downtown.</i>				
Build planted medians on G Avenue to narrow the street slow down traffic.				
Ensure that all sidewalks along G Avenue and other sidewalks that link to Downtown are friendly for all users.				
Widen sidewalks to accommodate more pedestrians and street furniture and to encourage possible sidewalk cafes.				

Long-term Strategies (5+ years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Objective: Provide a safe environment for all modes of transportation to and within Downtown.				
Construct grates over drainage systems to ensure that pedestrians are safe from tripping or falling into them.				
Objective: Enhance Downtown street aesthetics to create a distinctive, pleasant pedestrian environment.				
Ensure continued maintenance and improvement of street aesthetics, as well adjustments based on increased activity Downtown, by maintaining the Downtown Streetscape Task Force and appointing new or additional members as necessary.				
Objective: Provide street furniture that creates a welcoming, comfortable environment Downtown.				
Based on the assessment of current bench use and location, strategic design and location of benches can be added.				
Construct public restrooms at major entrance locations Downtown.				
Add public space by utilizing vacant lots or small spaces between buildings or sidewalk cafes.				
Objective: Create a network of bicycle and pedestrian connectivity between the Downtown, other points of interest, and existing pedestrian and bicycling hubs.				
Connect Downtown to the linear park and bicycle path along Pan-American Highway with a Toucan crosswalk at identified location on Pan-American Highway.				
Install Toucan crosswalks at key intersections, such as along G Avenue at 8th, 10th, and 12th Streets, as Downtown traffic increases.				

Long-term Strategies (5+ years)	Responsible Organization	Priority	Estimated Start Date	Estimated Completion Date
Objective: Enhance bicycle and pedestrian awareness within Douglas to build a cycling and pedestrian community that will utilize Downtown.				
Hold bicycle and pedestrian safety events Downtown to increase community awareness and enthusiasm about alternative forms of transportation.				
Encourage Downtown businesses to sponsor "bike or walk to work" days.				
Heritage				
Goal: Create a positive identity for Downtown Douglas that builds on its history and regional and local attractions.				
Objective: Enhance historical attractions.				
Apply for funding and complete projects.				

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Appendix A:

Public Meeting Notes

A.1 Meeting One: September 24, 2008

Challenges to going downtown, getting people downtown:

1. Parking
 - a. No parking for renters of buildings (business owners)
 - b. Time limits = tickets
 - c. Need parking for customersOffstreet parking? Parking structures?
2. Bringing activity downtown without residential
Create a housing need first, then people move downtown if spaces are available, then businesses follow
3. Public Restrooms
 - a. 1 at the pocket park; maybe one at 8th St and G Ave
4. Getting pedestrians north of 10th/11th
5. People don't linger
Shade, drinking fountains, bike path
 - a. Narrow sidewalksWider sidewalks
People movers
6. Need public transportation
 - a. No bus, train, rental cars
 - b. Cabs are poorly regulated
 - c. Current shuttle to Sierra Vista runs until 5pm; carries 26,000/year
7. Can't get around downtown
 - a. Pedestrians' conflict with trucks coming off 80
Need sign for trucks who get lost when 80 turns
 - b. Parking
Underground parking (Would flooding be an issue?)
 - c. Trucks on 10th and G Ave.
Put parking in the middle of G Ave.
Close off G Ave. between 9th and 10th for a park (e.g. Madison WI)
8. No city plaza
Add a plaza in the center of downtown
Develop depot land (owned by county) by annexing
9. Downtown is unfriendly
 - a. Need more merchants - Hard to compete with big box stores
Art/craft, unique stores
 - b. Abandoned/burned buildings
 - c. Old signs/buildings are not well identified
10. Building space downtown is too large for small businesses (>5000 sq ft.) because once were car dealership show rooms
 - a. Expensive to rent
 - b. Heating costs
11. Visibility from 80, Pan Am Ave.
12. Long way to walk to carry goods if people come from AP
 - a. Need a place to store stuff between border and downtown
 - b. People walk a long way to the first shop downtown from border

Bus to food city

Stores closer to border

13. Less tourism to AP from around US because of changes at border

a. Have to walk 3 blocks into AP before stores

b. No parking near crossing

Park next to border crossing and find a store on the other side

Partner with AP to create a friendly border

14. Out of town landlords

Bringing residential downtown

1. Could revitalize downtown over time

2. Problem: no access to stores now (cold drink)

3. Who will live there?

Luxury apartments

4. Absentee landlords

a. Broke

b. Don't care

c. Out of state

Community building needed among landlords

Who are the current/potential customers?

1. Mexican nationals

a. How can downtown businesses attract them?

American goods

2. Winter visitors /tourists

a. How can downtown businesses attract them?

Cafes, curio shops, souvenirs

Embrace a theme (history; nature)

3. Local residents

a. Currently go to Mexico for dinner, bars, cafes, movies, bowling

If have services in Douglas, people who are afraid to cross might come downtown;

If increase shops in Douglas, might draw people across the border

b. Need a place to gather in Douglas

Existing Strengths

1. Nice park and bike path on Pan American Ave.

2. History – 80 was the original state highway before I-10

3. Low crime rate

4. People from both sides of border get along

5. Two business owners live above their shops

6. People are interested in revitalizing downtown!

Ideas/Vision

1. Douglas could connect with Portal and Elfrida as a tour, make tourist connections

2. Restore buildings downtown to create a sense of place

3. Douglas could be a hub to Bisbee, Mexico, Chiricahua Mountains (hunting, birding)

a. Douglas can be a place to stay and visit nearby sights

4. Instead of "Premier SW Border Community", why not "Arizona's Hometown"

5. Revisit the horseshoe path (connection with regional environment)

6. Change Welcome to Arizona sign to east of town, instead of west of town on westbound-80.

7. Can we make a grand vision with the space available now?

a. A plan can attract investors (who can maybe deal with large square footage)

b. Could set up small businesses upstairs

A.2 Meeting Two: October 30, 2008

Attendees:

Holly Berryhill
Jay Jones
Humberto Martinez
Lawana Diffie
Kevin Ratliff
Harrod Blank
Bruce Endres
Robin Brekhis
Juan Limon

Contacts identified –

1. Jenny Jordan for historical sites (Visitor's Center) and tours, she also knows about the Mine, Mill, and Smelters Workers
2. Cindy Hyostic – historical journals and the Newton House on 7th Street that was used as a safehouse for the Mexican President during the Mexican Revolution
3. Arizona Office of Tourism – Glass Museum
4. Arizona Tourist News – organized by sections of state; requires advance notice
5. Chamber of Commerce – is not active enough - there are no benefits to being a member. Basically, people get together and have a meal - that's it. It will take effort from the city to encourage merchants to make improvements, and to create a more active Chamber of Commerce. No real programs currently, should promote events, needs motivation (has been inactive for years), Carlos on website committee – contact Roberto Fernandez, President, Alderman of Ward 3!
6. Business Women of Douglas (Lawana Diffie)

Land Use & Economic Development

Lawana Diffie – Owner, Two Flags Computer

- Founded Business Women of Douglas
- Wants a good deli in DT Douglas
- Wants to change things, but says people always tell her “it’s always been that way.”
- When asked if there are any small business resources she’d like/ need – an ‘office suite’ for small businesses, this would be built into one of the larger vacant buildings (Brophy building as one possibility). Would have offices for everyone, with a shared receptionist, copying facilities, conference room. If there’s a new small business owner downtown, she’ll offer them anything they need.
- Says that the Chamber of Commerce is in a fragile state right now; she started the BWD (Business Women of Douglas), a mentoring program. She thinks the Chamber should look into a strong city partnership.
- A parking permit “at any price” would be better than the current parking system.
- The “recently bought” Brophy Building would be ideal for an “executive suite” setup, with student workers out front doing reception.

Humberto – Owns Mexican pottery & crafts store

- New business owner in last couple years; received a lot of help from local community. “Things have been slow lately with the economy”
- It is hard for developers to obtain commercial lending for small projects (under \$500,000)
- Lack of proper gas and sewer services in some buildings
- Desires a schedule of completion for the Port of Entry project.

Holly – Realtor

- Says if there's going to be a residential development, need an elevator – is this true? Do recipients of Hope VI and other federal funds need to be ADA compliant? That could have big impact on feasibility of redevelopment.
- In response to pitching idea of forming 'revitalization entity' - Design Review Board is inactive and unresponsive to complaints, why would redevelopment agency be any different?
- As an example, the Pioneer Title property at F/11th (James: just a little bit away from our Renovation plan area), was recently renovated as an office building with six offices filled with tenants before the project completed. Holly believes there is a strong demand for this type of development/improvement downtown.
- In the case above, she believes it should happen with the Brophy Building.
- Owners like Carlos (hair salon) cannot afford the existing lot sizes; need smaller office suites.
- The Design Review Board exists only "on paper" – does not return calls.
- Property at 12th/Pan Am is an old historic building; owner "would sell."
- Property at 14th/G – owner would sell.
- All properties on G need their lot sizes adjusted; they need a smaller size for the demand and they need updated utilities.
- Potential alley improvement along G? (East of G). Could they park there?

Robin – Owner of Gadsden

- Also owns the Avenue Hotel (1415 G Ave.) – even nicer than the Gadsden, she's renovating it with plans to reopen it.
 - Avenue Hotel includes an old-time bar, poker room; is very "museum-like."
 - Very excited to renovate and show to public.
- Carlos Valenzuela (?) – Salon owner, just north of Gadsden.

- Commented on parking issues – business only has 5 spots, and two-hour limit keeps his customers from parking there. His customers often park in lot behind Gadsden.
- Howard – Realtor.

- Need an image for Downtown, and then growth will follow – that was the problem with Main Street Program – didn't form unique identity.

Harrod – Car artist & museum developer

- Personally restoring historic building to house car art museum. Currently working on fixing his roof – approximately \$100K for roof alone. Travels around the world with his films to raise funds for constructing the museum. Is getting help from Bruce from Douglas Arts & Humanities Assoc.

Misc. Notes

1. People are crossing to buy American products
2. Anyone who can send their kids to school in the US
3. Only wireless Internet in town - Burger King
4. SW corner of 8th and G - being redone for office space? also has an upholstery shop; the Mexican Union building
5. Outdoor cafés would be great

Heritage Group (historical sites, tourism, events, identity):
Main Street funds are still available

Historical buildings - Building identified on 7th St., owned by the Newton family, provided a hideout for the President of Mexico during political conflicts.

There are approx. 40 historic sites in Douglas that interpretation has been prepared for, but there wasn't enough funding to make signs/tours
Airport in town used for private flights; underused. City now manages Bor-

der Air Museum: historical airport museum which has lots of good info, but can't open it more than 1-2 days a week. Amelia Earhart and other women pilots raced at the airport, covert flights into Mexico during the Mexican Revolution used the airport

Currently, there is an airport 11 miles North of Douglas owned by the Dept. of Corrections

Copper King Field at High School, contact Holly Berryhill about baseball history

YMCA provided housing for Phelps Dodge transient workers.

Harrod - Owner of Art Car Museum at 8th and G- has 2 websites: destinationdouglas.com and artcarworld.org. When he's done with renovations he'll have a Museum/performance space/residential artist lofts downtown. Is working on distribution deal for Automorphosis film to advertise art cars.

More historic sites in Douglas than Phoenix

"Green St" – historic district, history of brothels in "wild west" days, named after transition from dollars to pesos and popularity of brothels (Lawana)

Historical program - Robin is interested in getting support for enhancing the interpretation in the hotel and the signs outside. She's redoing Douglas history showcases in the Gadsden

Seriously need funding for interpretation

Tourism - Participants identified importance of Hwy 80 in Douglas's history, during its heyday. "Copper Horseshoe" where U.S. 80 dipped into Douglas: G Ave to 10th St to A Ave and up A Ave
Robin mentioned that motorcyclists love riding to Douglas, beautiful roads.

Weather is great for outdoor dining

In revitalization plan, we should consider taste of Mexican residents and visitors in movies and music

Main Street program had block parties with bands

Possible partners for events planning – Robin at Gadsden (air shows, motorcycle rallies), Lawana (historical tours), car clubs, Jay Jones, Holly knows a guy in Tucson (John Edwards) who has Nashville connections for music events

Events identified – Air Show (March 2007, March 2008, Oct. 2008)

Cinco de Mayo is popular

El Moro de Cumpes Horse Race (March or April) at Fair grounds

Christmas Parade (but complaints about danger of having town lights off)

Historically (1920s), there was always a community Christmas tree between 10th St and G Ave

Veterans Parade

County Fair

Two Flags Art (October)

Border to Border Run (May 5)

Robin puts on the airshow with a lot of her own money. In March, the city matched her \$50,000. She advertises in many places – knows a lot about possible advertising venues and marketing.

Ideas for future events –

1. historical building tour (Lawana did this, charged \$10, advertised in Tourist news but they put wrong date!!); She developed a flyer with all the info
2. Christmas activities: children's concerts, other Christmas music,

santa photos

3. Murder Mystery weekends at the Gadsden
4. Car shows downtown
5. Special tourist weekend/days – Miner’s Days, etc. – like Tombstone does.
6. Add another cycling event to the Cochise Classic

Participants noted that it can be hard to organize events in advance, and that having a calendar of events is a good idea. Need for set, predictable events

Word game feedback – (4 people responded) “What do you want Downtown Douglas to be in the future?”

“Historical” was most popular – selected by everyone

Received 3 votes each:

Attractive

Eclectic

Friendly

International

Social

Transformed

Walkable

Received 2 votes each:

Authentic

Busy

Casual

Family-friendly

Funky

Gateway

Grand

Hometown-feel

Prospering

Restored

Sustainable

Tourist-draw

Unique

Vintage

Connectivity Group (transportation, signage, design)

Transportation - Vehicle

1. Is there a right of way for expanding the street?
2. Streets people use to get downtown
3. 10th, G, 14th
4. 11th picking up traffic now
5. If H is a corridor, it needs to be painted.
6. People who have money to spend are driving across the border, not walking
7. People walking across the border are low-income (those who have money are driving) - they need a bus option. The walking path from the border cannot be the only solution
8. At the border station, it usually takes about 45 minutes to cross to US.
9. There needs to be a bus or trolley to get border people downtown. Too long for the very large families that come across.
10. Used to be a bus to Food City
11. Walking to Wal-Mart is not conducive to shopping - need a little bus to Downtown and Wal-Mart from the border

Transportation – Pedestrian/Bicycle

1. Large amounts of pedestrian traffic on H and on G from pedestrian path up to the downtown.
2. The only place to cross Pan-Am is at the border.
3. Many people do not have cars and walk to get everywhere in Douglas

4. Border path may only be carrying low-income visitors and students.
5. 10th Ave is a main thoroughfare, and incorporating bike lanes would be nice.
6. A crosswalk at Pan Am would be helpful.
7. Harrod Blank owns the old lumberyard property north of 8th St, west of G (between H and G on 8th St) - there is a steady stream of pedestrians in this area; it is the southernmost place that most people shop
8. Streetscape on H or G from basketball park to downtown should be improved
9. There is lots of pedestrian traffic straight up H from the basketball park
10. There should be a restroom at the corner of 8th & G
11. May want to look into land ownership directly north of border - city-owned? Federal? (for border path / streetscape improvements in that area)
12. Really need building owners along path from border, and downtown, to do some facade improvement - give them paint - make sure they comply with requirements of Design Review Board (requirements are not currently enforced)
13. Path from border should be easy to maintain
14. The park that the border path currently cuts through is very nice and heavily used because of the basketball courts there

Signage

1. Make all signage bi-lingual.
2. County Fair Grounds needs sign after turning off Glenn Rd, then signage for people at fair grounds for downtown
3. People recommended putting signage: at border, Wal-Mart Rd and Pan Am intersection, at Wal-Mart, at high school, at Food City, at Veterans (park?), at park on 10th St, at a new park that was not on the map but is further east, at the new call center, visitors center, and fairgrounds.
4. signage is terrible downtown
5. Awnings are currently a mish-mash - Chuck has been looking at

some design guidelines

6. Should focus on signs (both business and directional) that don't take away from historic architecture
7. Wind regulations for signs? International building codes, historic districts
8. On-street parking needs - should change to parallel; it's hard to see traffic coming with angled parking

Design

1. Many people definitely liked the the idea of planted medians with crosswalks
2. More plantings in general were desired.

Parking

1. Customers want to be able to park right in front of the businesses because this is a small town - unlike in a big city, where people are willing to park and walk

General Comment Period:

They want to know about how to apply for and get funding for building renovations.

They want to know how other communities have been successful in redeveloping and improving downtowns. Need help with historic preservation. Interested in the Main Street conferences where many towns get together several times a year to share lessons learned. They would like contact information of planners in other towns.

They suggested looking at Florence, Globe, Page, Yuma, and Nogales.

They asked about the Commercial Port of Entry schedule and what we knew about it.

Appendix B:

Revitalization Best Practices

B.1 **Review of Downtown Revitalization Methods.**

In “Smart Growth at the Frontiers: Strategies and Resources for Rural Communities,” Barbara Wells notes three important characteristics of successful rural revitalization projects. The first, a critical mass of committed citizens, is already formed and evolving within Douglas, as evidenced by residents’ participation in the development of this plan. This is also an area where the city can continue to invest time and energy. Wells’ second point is that cities must recognize and use their area’s assets. This plan intends to collect information about Douglas’ assets so that the city can capitalize on its location, history, and resources in order to revitalize downtown. Third, financial and technical supports are needed to implement and sustain a revitalization project. This document is one step in the direction of technical support and the authors encourage Douglas to use it to the fullest extent possible, while remaining open to new ideas and opportunities that arise.

In “A Manual for Small Towns”, Martin Shields and Tracey Farrigan focus on the positive group dynamics that are needed to make revitalization successful. Regardless of how the revitalization group is organized (either publicly or privately), the group should include all of those who are involved in the revitalization process, including people from formal

and informal power structures. The group must also be autonomous and regularly incorporate “new blood” to avoid stagnancy. Shields and Farrigan suggest weekly meetings to keep the organization energized and on task (Shields and Farrigan, p. 10).

The National Trust for Historic Preservation is a private non-profit organization that aims to protect the country’s architectural heritage. The Trust’s Main Street Program (MSP) helps local communities preserve their historic downtowns by retooling them for modern uses. The MSP is organized around four main points for revitalization: Organization (having a formalized body overseeing projects), Promotion (advertising and increasing downtown’s profile), Design (making downtown physically attractive), and Economic Restructuring (revamping old buildings for contemporary uses so that locating and staying downtown is a viable option for businesses). Main Street measures its success based on eight principles. Revitalization should be comprehensive and incremental. Changes do not happen overnight, but many small improvements over time can create significant, sustainable change. Responsibility for the project must be taken locally, with an attitude of self-help. Partnerships must be nurtured and continued indefinitely. Downtowns must also identify and capitalize on existing assets. All revitalization projects must be high quality, to keep a positive image of revitalization process and the downtown. Change must be embraced and implementation of ideas and plans must be followed through to completion.

B.2 How-To Resources for Revitalization

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Appendix C:

Downtown Property Inventory

During the development of the Downtown Douglas Economic Revitalization Plan, an inventory of Downtown properties was conducted to highlight the availability and suitability of these sites for development. This inventory includes information obtained during a visual survey of Downtown, and information provided by the City of Douglas and the Cochise County Assessor. Several categories of information were collected for each property, and these categories include site function, land use, year built, square footage, building height, and building condition.

While a large amount of data was collected during this inventory process, additional site information may be needed to determine the feasibility of individual projects.

Parcel Number	Street Number	Owner/Taxpayer	Mailing Address	Building Use	Year Built
409-05-002	1100 G Ave	Pinito LLC	Douglas	Dept Store	1900
409-05-003	1110 N G Ave	Advantage Holdings LLC	Sierra Vista	Convenience Market/Retail/Supermarket	1908
409-05-004	1116 G Ave	Elaine Baker	Tucson, AZ	Office Bldg	1931
409-05-005	1122 N G Ave	PPEP Microbusiness & Housing	Tucson, AZ	Office Bldg	1915
409-05-006	1134 N G Ave	Lollipop LLC	Las Vegas, NV	Auto Sales	2002
409-05-008	1156 G Ave	Lollipop LLC	Las Vegas, NV	Auto Sales	1960
409-05-011	433-437 E 12th St	Gilbert and Ruth Acedo	Douglas	Misc Commercial	1999/2001/2001
409-05-013	N/A	City of Douglas	Douglas		N/A
409-05-014	N/A	Cochise Board of Supervisors	Bisbee, AZ	State Exempt	N/A
409-05-015	426 E 11th St	Jose and Yvonne Coronel	Douglas	Convenience Market/Retail/Supermarket	1976/2000
409-05-016	428 11th St	Hartman Brekhuis & Doris	Douglas	Commercial/Parking Facilities	1920
409-05-018	1100 N F Ave	Chiricahau Community Health Services	Elfrida, AZ	Exempt Privately/County Exempt	1949
409-05-019	1120 F Ave	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-05-020	1136-1140 N F Ave	Arizona Employment Services Comm	Phoenix, AZ	State Exempt	1960
409-05-021	537 E 12th St	Albert and Gloria Varela	Douglas	Misc Commercial	1915
409-05-022	533 E 12th St	Albert and Gloria Varela	Douglas	Office Bldg	1910
409-05-023	527 F Ave	Alice Zamora	Pirtleville, AZ	Commercial Vacant Land	N/A
409-05-024	1139 N G Ave	Douglas Arts and Humanities Ass Grat	Douglas	Theater and Amusement Facilities	1915
409-05-025	1133 N G Ave	Alice Zamora	Pirtleville, AZ	Dept Store/Retail	1920
409-05-026	1463 E 12th St	Flores Family Trust	Douglas	Dept Store	1920
409-05-029	1119 N G Ave	Jesus Castellanos	Douglas	Restaurant	1915
409-05-030	1107 N G Ave	Ronald Borane	Douglas	Dept Store/Retail	1910
409-05-031	1101 G Ave	Joe and Julie Galindo	Long Beach, CA	Dept Store/Retail	1910
409-05-032	530 E 11th St	Wicks Communication-Douglas Daily	Sierra Vista	Office Bldg	1902
409-05-033	536 E 11th St	Albert and Gloria Varela	Douglas	Commercial/Store Combined	1915
409-05-034	590 E 12th St	Richard Thomas	Douglas	Multiple Residential	1910
409-05-035	1220 N F Ave	Grace Properties Inc	Clinton, OK	Multiple Residential	1915
409-05-036	1226 N F Ave	Daniel Munoz	Douglas	Multiple Residential	1953
409-05-037	1228 N F Ave	Carmen Soto	Douglas	Single Family Residential	1915
409-05-038	1244 N F Ave	Dolores Garcia	Douglas	Multiple Residential	1910
409-05-039	537 E 13th St	Anacieto and Ana Bustamante	Douglas	Single Family Residential	1918
409-05-040	527 E 13th St	Carmen Soto	Douglas	Single Family Residential	1920
409-05-041	525 E 13th St	Edward Garcia	Douglas	Restaurant Nightclub Bar	1915
409-05-042	1239 N G Ave	Muscle Plant	Pirtleville, AZ	Misc Commercial	1915
409-05-043	1237 N G Ave	Donna Campbell	Douglas	Dept Store/Retail	1913
409-05-044	1225 G Ave	John Andress	Tucson, AZ	Commercial Vacant Land	N/A
409-05-045	1221 G Ave	Be Strong A LLC	Douglas	Open Space/Vacant Land	N/A
409-05-046	1211 N G Ave	Reyes & Irma Huerta	Douglas	Store Bldg/Auto Service	1919
409-05-047	1201 N G Ave	Robert Velasco & Romelia	Avondale, AZ	Store Bldg/ Retail	1918

Parcel Number	Business by Category	Space SF	Building Height	Activity	Function	Site	Structure	Condition
409-05-002	Convenience Market	3550	1 story	2000	2000	6000	2000	2
409-05-003	Convenience Market	4500	1 story	2000	2000	6000	2000	2
409-05-004	Business Office	6672	1 story	9000	2000	2000	2000	2
409-05-005	Retail	6656	1 story	2000	2000	6000	2000	2
409-05-006	Retail	560	1 story	2000	2000	6000	2000	2
409-05-008	Misc Commercial	1	1 story	2000	2000	6000	5000	1
409-05-011	Petroleum Plant/Service Station	4198 (2970)(1227)(1)	1 story (3 Bldgs)	2000	2000		2000	2
409-05-013	Parking Lot	N/A	N/A	5000	4000	6000	3000	3
409-05-014	Parking Lot	N/A	N/A	2000	2000	6000	2000	1
409-05-015	Convenience Market	2587(2585)(1)	1 story (2 Bldgs)	5000	4000	4000	9000	
409-05-016	Misc Commercial	3550(asphalt)	N/A					
409-05-018	Convenience Market	13360	1 story	4000	6000	6000	4000	2
409-05-019	Parking Lot	N/A	N/A	5000	4000	4000	9000	
409-05-020	Business Office	5220	1 story	2000	2000	6000	2000	1
409-05-021	Business Office	1881	1 story	2000	2000	6000	2000	2
409-05-022	Business Office	2450	2 story	1000	2000	6000	1000	2
409-05-023	Commercial		N/A	9000		4000	9000	
409-05-024	Movie Theater	13860	2 story	6000	5000	6000	3000	4
409-05-025	Retail	12,438 (6,219-1st floor)	2 story	2000	2000	6000	2000	2
409-05-026	Convenience Market	5050	2 story	2000	6000	9000	2000	2
409-05-029	Restaurant	4947 (3,417-1st floor)	2 story	2000	2000	6000	2000	2
409-05-030	Retail	10,138 (5,038-1st floor)	2 story	4000	4000	6000	2000	3
409-05-031	Retail	13355	2 story	9000	2000	6000	2000	4
409-05-032	Business Office	9712	2 story	1000, 2000	1000, 2000	6000	1000, 2000	2
409-05-033	Convenience Market	7926	2 story	1000, 2000	1000, 2000	6000	1000, 2000	2
409-05-034	Store Bldg	4559	1 story	1000	1000, 2000	6000	1000, 2000	2
409-05-035	Duplex	2696(1648)(1048)	1 story(2 Bldgs)	1000	1000	6000	1000	3
409-05-036	Duplex	1575	1 story	1000	1000	6000	1000	2
409-05-037	SFR	1092	1 story	1000	1000	6000	1000	2
409-05-038	Duplex	2212	1 story	1000	1000	6000	1000	2
409-05-039	SFR	1826	1 story	1000	1000	6000	1000	2
409-05-040	SFR	1645	1 story	1000	1000	6000	1000	2
409-05-041	Restaurant/Convenient Mar	3428(1579)(1849)	1 story(2 Bldgs)	9000	2000	6000	2000	3
409-05-042	Convenience Market	3650	2 story	9000	6000	6000	2000	3
409-05-043	Convenience Market	2100	2 story	9000	6000	2000	2000	3
409-05-044	Vacant Land	N/A	N/A	9000	-	-	2000	3
409-05-045	Vacant Land	N/A	N/A					
409-05-046	Retail	9,224 (5,912-1st floor)	2 story	2000	2000	6000	-	2
409-05-047	Retail	13,327 (6,627-1st floor)	2 story	9000	-	6000	2000	2

Parcel Number	Street Number	Owner/Taxpayer	Mailing Address	Building Use	Year Built
409-05-048	530 E 12th St	Portable Practical Ed Prep Inc	Douglas	County Exempt/Business Office	1971
409-05-049	1200 N G Ave	Be Strong A LLC	Douglas	Auto Sales	1925
409-05-052	435 13th St	Carlos Verdugo	Douglas	Commercial/Vacant Land	N/A
409-05-054	433 13th St	APS	Phoenix, AZ	Industrial (NEC)/Warehouse Stor	
409-05-055	400 12th St	APS	Phoenix, AZ	Industrial (NEC)/Warehouse Stor	
409-05-056	420 E 12th St	Enrique Byrd/ Byrds Heating	Douglas	Office Bldg	1915
409-05-057	426 12th St	Enrique Byrd/ Byrds Heating	Douglas	Commercial/Vacant Land	N/A
409-05-058	428 12th St	Be Strong A LLC	Douglas	Service Station	1932
409-05-060	1300 N G Ave	Jacobo Resendiz	Douglas	Commercial/Service Station	1955
409-05-061	1324 N G Ave	MT 600 LLC	Mesa, AZ	Industrial (NEC)/Warehouse Stor	1905
409-05-062	1332 N G Ave	Tom & Dianne Hanigan	Douglas	Store Bldg/Retail	1975
409-05-069	1300 N F Ave	Salima Keegan	Mesa, AZ	Multiple Residential	1928
409-05-070	1310 N F Ave #1316	Miguel and Brenda Lopez	Douglas	Multiple Residential	1915
409-05-071	1320 N F Ave #1322	Hector and Irma Ortiz	Douglas	Multiple Residential	1915
409-05-072	1328 N F Ave	Manuel Campas	Tucson, AZ	Single Family Residential	1915
409-05-073	1336 N F Ave	Sergio and Letcia Ybarra	Douglas	Single Family Residential	1915
409-05-074	1340 N F Ave	Fernando and Irene Vildosola	Douglas	Store Bldg/Retail	1970
409-05-075	537 14th St	Strathcona Electric Inc(Parking)	Douglas	Commercial/Vacant Land	N/A
409-05-076	535 14th St	Strathcona Electric Inc(Parking)	Douglas	Commercial/Vacant Land	N/A
409-05-077	1341 N G Ave	Strathcona Electric Inc	Douglas	Warehouse/Warehouse Storage	1918
409-05-078	1341 G Ave	Strathcona Electric Inc	Douglas	Convenience Market/Retail/Supermarket	1973
409-05-079	1325 G Ave	American Legion of America Hilburn F	Douglas	County Exempt/Clubs and Lodges	1964
409-05-080	1301 G Ave	American Legion of America Hilburn F	Douglas	County Exempt	
409-05-081	529 13th St	Strathcona Electric Inc(Parking)	Douglas	Misc Commercial	N/A
409-05-082	531 13th St	Strathcona Electric Inc(Parking)	Douglas	Commercial/Vacant Land	N/A
409-05-083	1400 F Ave	Mildred Hanigan	Douglas	Commercial/Vacant Land	N/A
409-05-084	1408 N F Ave	Eliseo Quijada	Douglas	Single Family Residential	1900
409-05-086A	1429-1422 F Ave	Butterfield Corporation	Phoenix, AZ	Multiple Residential	1961
409-05-087	1458 F Ave	Raul McClain	Douglas	Commercial/Service Station	1943
409-05-088	523 E 15th Ave	Luis and Elizabeth Mayforena	Douglas	Industrial (NEC)/Warehouse Stor	1915
409-05-090	1449 N G Ave	Virginia Owens	Douglas	Restaurant	1921
409-05-093	1415 N G Ave	Henry & Robin Brekhus	Douglas	Hotel/Restaurant/Bar	1915
409-05-096	538-540 14th St	Vernon Cardwell	Douglas	Commercial/Store Combined	1965
409-05-097	1400 N G Ave	Mildred Hanigan (Dairy Queen)	Douglas	Restaurant	1949
409-05-098	1402 N G Ave	Frank Tadeo	Douglas	Service Station	1962
409-07-001	540 E 8th St	Javier and Alicia Ortega	Douglas	Single Family Residential	1900
409-07-002	854 N F Ave	Elias Villarreal	Douglas	Multiple Residential	1926
409-07-003	860 N F Ave #870th	Rudy Sierra	Douglas	Store Bldg/Retail	1912
409-07-004		Manuel and Sofia Fuentes	Douglas	Service Station	1946

Parcel Number	Business by Category	Space SF	Building Height	Activity	Function	Site	Structure	Condition
409-05-048	Business Office	4087	1 story	4000	6000	6000	4000	2
409-05-049	Warehouse Store	17,155 (10,050)(6700)(405)	3 Bldgs?	2000, 3000	2000, 4000	6000	2000, 5000	2
409-05-052	Vacant Land	N/A	N/A	2000	2000	9000	5000	3
409-05-054	Warehouse Store		1 story	3000	4000	6000	4000	2
409-05-055	Warehouse Store	N/A	1 story	3000	4000	6000	4000	2
409-05-056	Convenience Market	2048	1 story					
409-05-057	Vacant Land	N/A	N/A	2000	2000	6000	2000	1
409-05-058	Automobile Repair	6522	1 story	3000	3000	6000	2000	1
409-05-060	Automobile Repair	1656	1 story	2000	3000	6000	2000	3
409-05-061	Warehouse Store	19,717(6,750) (12,967)	2 Bldgs	9000	-	6000	2000	4
409-05-062	Retail	3600	1 story	9000	-	6000	1000, 9000	3
409-05-069	Duplex	2762	1 story	1000	1000	6000	1000	3
409-05-070	Duplex	2249	1 story	1000	1000	6000	1000	2
409-05-071	Duplex	1610	1 story	9000	1000	6000	1000	3
409-05-072	SFR	1241	1 story	1000	1000	6000	1000	3
409-05-073	SFR	1575	1 story	1000	1000	6000	1000	3
409-05-074	Retail	1850(750)(1100)	1 story (2 Bldgs)	2000	2000	6000	2000	2
409-05-075	Vacant Land	N/A	N/A	9000	-	4000	9000	
409-05-076	Vacant Land	N/A	N/A	9000	-	4000	9000	
409-05-077	Retail	9132	1 story	2000	7000	6000	2000	2
409-05-078	Retail	5500	1 story	2000	7000	6000	2000	2
409-05-079	Clubs and Lodges	5997	1 story	4000	6000	6000	4000	2
409-05-080	Clubs and Lodges			5000, 9000	4000	4000	9000	2
409-05-081	Vacant Land	N/A	N/A	9000	-	4000	9000	
409-05-082	Vacant Land	N/A	N/A	9000	-	4000	9000	
409-05-083	Vacant Land	N/A	N/A	9000	-	4000	9000	
409-05-084	Misc Commercial		1 story	9000	-	5000	8000	
409-05-086A	Apartment	4076	1 story	1000	1000	6000	1000	3
409-05-087	Industrial Warehouse	7743(1024)(3420)(3299)	1 story	2000	2000	2000	6000	3
409-05-088	Industrial Warehouse	6000	1 story	9000	-	9000	9000	
409-05-090	Restaurant	4,372 (3,360-1st floor)	1.6 story/Lot-13,400 sf	2000	2000	6000	2000	2
409-05-093	Hotel	9,918 (4,959-1st floor)	2 story					
409-05-096	Retail	1976 (1500)(476)	1 story	9000	-	9000	2000	
409-05-097	Restaurant	706	1 story	2000	2000	6000	2000	
409-05-098	Retail	1376	1 story					
409-07-001	SFR	1282	1 story	2000	2000	6000	5000	3
409-07-002	Triplex	2654 (2654)(354)	1 story (2 Bldgs)	1000	1000	6000	1000	2
409-07-003	Retail	4209(2609)(1600)	1 story (2 Bldgs)	2000	2000	6000	2000	1
409-07-004	Service Station	1531	1 story	2000	2000	6000	5000	2

Parcel Number	Street Number	Owner/Taxpayer	Mailing Address	Building Use	Year Built
409-07-005	537 E 9th St	Carlos Cazares	Douglas	Restaurant Nightclub Bar	1918
409-07-006A		Simone Legoff	London, AR	Misc Commercial	1920
409-07-006B	525 E 9th St	Javier Flores	Douglas	Misc Commercial	1920
409-07-007	833 N G Ave	Steve Jae Cho	Douglas	Dept Store/Retail	1905
409-07-008	825 N G Ave	Steve Jae Cho	Sierra Vista	Dept Store/Retail	1921
409-07-009	817-821 N G Ave	H&R Partners (Jin Yong Chung)	Douglas	Convenience Market/Retail/Supermarket	1908
409-07-010	813 N G Ave	Kyung Nam Kim	Douglas	Strip Commercial Center/Retail	1910
409-07-012A	801 N G Ave	Reynaldo & Dolores Moreno	Douglas	Store Bldg/Retail	1905
409-07-012B	805 N G Ave	Soo Shim	Douglas	Store Bldg/Retail	1905
409-07-013	524 E 8th St	David Martinez	Douglas	Restaurant Nightclub Bar	1917/1915
409-07-014	530 8th St	Christine Aira	Douglas	Single Family Residential	1910
409-07-015	534 8th St	Benjamin Estrada	Chino Hills, CA	Single Family Residential	
409-07-016	802 E 8th St	Leonel Rodriguez	Douglas	Restaurant Nightclub Bar	1996
409-07-016A	N/A	no info	N/A		N/A
409-07-016B	802 8th St	no info			
409-07-020A	818 G Ave	Kyung Kim & Ok-Sun	Douglas	Convenience Market/Retail/Supermarket	1910
409-07-020B	830-834 G Ave	Kyung Kim & Ok-Sun	Douglas	Dept Store	1931
409-07-020C	820 G Ave	Kyung Kim & Ok-Sun	Douglas	Dept Store	1931
409-07-021	838-836 G Ave	Ortegass Stores Inc(Shoe Store)	Douglas	Dept Store	1905
409-07-022	846 N G Ave	Kyong C Kim	Diamond Bar, CA	Store Bldg/Retail	1905
409-07-023	437 E 9th St	Keoki Skinner (El Mitote)	Douglas	Misc Commercial	1998
409-07-024	425 9th St	Martha Flores	Douglas	Store Bldg/Retail	1922
409-07-025	421 E 9th St	Montano Real Estate Lp	Sierra Vista	Store Bldg/Retail	1920
409-07-026	417 E 9th #419	Juan Amaya	Douglas	Store Bldg/Retail	1920
409-07-027	401-405 9th St	Mike John and Marie Trustees	Douglas	Commercial/Store Combined	1930
409-07-029	801 N H Ave	Sociedad Mutualista De Obrera	Douglas	Commercial/Club and Lodges	1915
409-07-030	450 8th St	Harrod Blank	Berkeley, CA	Commercial/Store Combined	1922
409-07-031	460 8th St	Harrod Blank	Berkeley, CA	Commercial/Vacant Land	N/A
409-07-032	800-814 N H Ave	William and Josephine Owen	Douglas	Multiple Residential	1904
409-07-033	346 8th St	Juan and Sara Beltran	Douglas	Commercial/Service Station	1950
409-07-034	346 8th St	Juan and Sara Beltran	Douglas	Commercial/Vacant Land	N/A
409-07-037	320 8th St	Fred Luna	Douglas	Single Family Residential	1952
409-07-038	320 E 8th St	Hector and Eva Romero	Douglas	Multiple Residential	1905
409-07-039	801 N Pan American	Juan and Albertina Garcia	Douglas	Commercial/Vehicle Sales	1989
409-07-040	315 9th St	Eduviges Rivera	Douglas	Single Family Residential	1963
409-07-041	835 Pan Am Ave	Zamora Rev Liv Trust	Elfrida, AZ	Single Family Residential	1930
409-07-043	327 E 9th St	American General Home Equity Inc	Tucson, AZ	Commercial/Vehicle Sales	2002
409-07-044	331 E 9th St	Mary Mendum	Douglas	Single Family Residential	1959
409-07-045	335 9th St	Guadalupe and Norma Ruiz	Douglas	Single Family Residential	1956

Parcel Number	Business by Category	Space SF	Building Height	Activity	Function	Site	Structure	Condition
409-07-005	Retail	2244	1 story	2000	2000	6000	2000	3
409-07-006A	Retail	6282 (4262)(2020)	1 story	9000			2000	4
409-07-006B	Retail	1397	1 story	2000	2000	6000	2000	4
409-07-007	Retail	25,900 (13,200-1st floor)	2 story	2000	2000	6000	2000	2
409-07-008	Retail	6000	1 story	2000	2000	6000	2000	2
409-07-009	Convenience Market	7700	2 story	2000	2000	6000	2000	2
409-07-010	Retail	4110	1 story	9000	2000	6000	2000	3
409-07-012A	Retail	1872	1 story	2000	2000	6000	2000	2
409-07-012B	Retail	1872	1 story	2000	2000	6000	2000	2
409-07-013	Restaurant	3297(2179)(1100)	1 story	2000	2000	6000	2000	2
409-07-014	SFR	2378(1704)(674)	1 story	1000	1000	6000	1000	2
409-07-015	SFR			9000		4000	9000	2
409-07-016	Restaurant	3196	1 story					
409-07-016A	N/A	N/A	N/A	2000	2000	6000	2000	2
409-07-016B				2000	2000	6000	2000	2
409-07-020A	Retail	6700	1 story	2000	2000	6000	2000	2
409-07-020B	Retail	18250	2 story	2000	2000	6000	2000	2
409-07-020C	Retail	18250	2 story	2000	2000	6000	1000, 2000	
409-07-021	Retail	3350	2 story					
409-07-022	Retail	12,341 (6,162-1st floor)	2 story				1000	
409-07-023	Retail	128(127)(1)	1 story (2 Bldgs)	2000	2000	5000	6000	2
409-07-024	Retail	2200	1 story	9000	2000	6000	2000	3
409-07-025	Retail	1850	1 story	4000	4000	6000	2000	2
409-07-026	Retail	2998(506)(1875)(1)(1)	1 story(5 Bldgs)	9000	2000	6000	2000	3
409-07-027	Retail	14750	2 story	2000, 9000	3000	6000	2000	3
409-07-029	Clubs and Lodges	2572	2 story	9000	1000, 2000	6000	1000, 2000	3
409-07-030	Retail	3080	2 story	9000	2000	6000	2000	3
409-07-031	Vacant Land	N/A	N/A	9000		4000	9000	
409-07-032	Apartment	5037	1 story	1000	1000, 2000	6000	1000, 2000	2
409-07-033	Retail	918	1 story	2000	2000	6000	6000	4
409-07-034	Vacant Land	N/A	N/A	2000	2000	6000	6000	4
409-07-037	SFR	1675	1 story	1000	1000	6000	1000	2
409-07-038	Duplex	3250	1 story	1000	1000	6000	1000	3
409-07-039	Misc Commercial		1 story	2000	2000	6000	2000	3
409-07-040	SFR	955	1 story	1000	1000	6000	1000	2
409-07-041	SFR	1128	1 story	9000	1000	6000	1000	4
409-07-043	Business Office	279(278)(1)	1 story	1000	1000	6000	1000	3
409-07-044	SFR	1101	1 story	1000	1000	6000	1000	2
409-07-045	SFR	981	1 story	1000	1000	6000	1000	2

Parcel Number	Street Number	Owner/Taxpayer	Mailing Address	Building Use	Year Built
409-07-046	347 9th St	Norma Macias	N. Hollywood, CA	Single Family Residential	1905
409-07-047	349 E 9th St	Sergio and Julia Tostado	Douglas	Single Family Residential	1915
409-07-048	361 9th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-049	920 H Ave	City of Douglas	Douglas	Commercial/Parking Facilities	N/A
409-07-050	354-358 E 9th St	City of Douglas	Douglas	Multiple Residential	1915
409-07-051A	350 E 9th St	Genovevo Grijalva	Douglas	Single Family Residential	1931
409-07-054A	334 E 9th St	Lucia Aquilar	Douglas	Single Family Residential	1999
409-07-055	328 E 9th St	Ruth Durazo	Douglas	Single Family Residential	1928
409-07-056	909 N Pan American	Jose Durazo	Douglas	Single Family Residential	1960
409-07-057A	300 9th St	Isabel Durazo	Douglas	Single Family Residential	1959
409-07-057B	910 Pan Am Ave	Jose Durazo	Douglas	Commercial/Vacant Land	N/A
409-07-058	301 E 10th St	Jose Olivaria	Douglas	Restaurant Nightclub Bar	1945
409-07-059	333 10th St	John and Aurora Valencia	Tucson, AZ	Commercial/Vacant Land	N/A
409-07-060	337 10th St	Cowbelles The Carrie Krentz	Douglas	County Exempt/Clubs and Lodges	1910
409-07-062	355 E 10th St	Henry Estrada	Douglas	Restaurant Nightclub Bar	1950/1959/1950
409-07-063	357 E 10th St	City of Douglas	Douglas	Multiple Residential	1917
409-07-064	918 N G Ave	Kyung Kim & Ok-Sun	Douglas	Stores & Offices/Retail	1909
409-07-066	916-918 N G Ave	Ortegas Stores Inc	Douglas	Dept Store/Retail	1910
409-07-067	924 N G Ave	Oretegas Stores Inc	Douglas	Stores & Offices/Retail	1915
409-07-068	930 N G Ave	Gerald Bohmfalk	Douglas	Store Bldg/Retail	1915
409-07-071	940 N G Ave	Valley National Bank	Wichita Falls, TX	Financial Bldg/Bank	1971
409-07-072	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	1968
409-07-073	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-074	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-075	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-076	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-077	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-078	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-079	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-080	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-081	425 10th St	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-082	910 N G Ave	Brown-Page Mortuary	Douglas	Funeral Home/Mortuary	1925
409-07-083	936 N F Ave	David Mazon	Sierra Vista	Industrial (NEC)/Warehouse Stor	1901/1915
409-07-084	944 N F Ave #948th	Everett Jones	Douglas	Office Bldg	1914
409-07-085	547 E 10th St #549	Carmen Soto	Douglas	Office Bldg	1933
409-07-086	541 E 10th St	Ronald Borane	Douglas	Office Bldg	1933
409-07-087	535 E 10th St	Manuel Robles	Douglas	Store Bldg/Retail	1931
409-07-088		Manuel Robles	Douglas	Store Bldg/Retail	1936/1925
409-07-089	527 E 10th St #531	Martin Barreras	Douglas	Store Bldg/Retail	1928

Parcel Number	Business by Category	Space SF	Building Height	Activity	Function	Site	Structure	Condition
409-07-046	SFR	1651	1 story	9000		4000	9000	
409-07-047	SFR	1450	1 story	9000		6000	1000	3
409-07-048	Retail		N/A	9000		4000	9000	
409-07-049	Parking Lot	N/A	N/A	9000		4000	9000	
409-07-050	Apartment	4915	1 story	9000		4000	9000	
409-07-051A	SFR	1352	1 story	1000	1000	6000	1000	2
409-07-054A	SFR	1905	1 story	1000	1000	6000	1000	2
409-07-055	SFR	710	1 story	1000	1000	6000	1000	2
409-07-056	SFR	816	1 story	1000	1000	6000	1000	2
409-07-057A	SFR	1140	1 story	1000	1000	6000	1000	2
409-07-057B	Vacant Land	N/A	N/A	1000	1000	6000	1000	2
409-07-058	Restaurant	2724	1 story	2000	2000	6000	2000	3
409-07-059	Vacant Land	N/A	N/A	9000	1000	6000		3
409-07-060	Clubs and Lodges	2175	1 story	9000	6000	6000	2000	3
409-07-062	Clubs and Lodges	5188(1240)(3372)(576)	1 story (3 Bldgs)	2000	2000	6000	2000	2
409-07-063	Retail	12694	1.8 stories	9000	2000, 1000	6000	1000, 2000	3
409-07-064	Retail	20,100 (6,700)	2 Bldgs	2000	2000	6000	1000, 2000	2
409-07-066	Retail	5020	1 story	2000	2000	6000	2000	2
409-07-067	Retail	3086	1 story	2000	2000	6000	2000	2
409-07-068	Retail	5,650 (3,400-1st floor)	2 story	2000	2000	6000	2000	2
409-07-071	Retail	9,722 (5,516-1st floor)	2 story	4000	6000	6000	4000	1
409-07-072	Government Offices	16136	2 story	4000	6000	6000	4000	1
409-07-073	Government Offices	20,000	2 story	4000	6000	6000	4000	1
409-07-074	Government Offices	20,000	2 story	4000	6000	6000	4000	1
409-07-075	Government Offices	20,000	2 story	4000	6000	6000	4000	1
409-07-076	Government Offices	20,000	2 story	4000	6000	6000	4000	1
409-07-077	Government Offices	20,000	2 story	4000	6000	6000	4000	1
409-07-078	Government Offices	20,000	2 story	4000	6000	6000	4000	1
409-07-079	Government Offices	20,000	2 story	4000	6000	6000	4000	1
409-07-080	Government Offices	20,000	2 story	4000	6000	6000	4000	1
409-07-081	Government Offices	20,000	2 story	4000	6000	6000	4000	1
409-07-082	Retail	4163	1 story	2000	2000	6000	2000	1
409-07-083	Industrial Warehouse	11734(6900)(4834)	Both 2 story (2 Bldgs)	3000	2000	6000	2000	3
409-07-084	Business Office	7450	2 story	2000	2000	6000	2000	3
409-07-085	Retail	1500	1 story	2000	2000	6000	2000	2
409-07-086	Business Office	1500	1 story	2000	2000	6000	2000	2
409-07-087	Retail	2004	1 story	2000	2000	6000	2000	2
409-07-088	SFR	1630(644)(986)	1 story	2000	2000	6000	2000	2
409-07-089	Retail	1420(819)(600)(1)	1 story (3 Bldgs)	2000	2000	6000	2000	2

Parcel Number	Street Number	Owner/Taxpayer	Mailing Address	Building Use	Year Built
409-07-090	525 E 10th St	Carlos and Elena Quintero	Douglas	Misc Commercial	1905
409-07-091	947 N G Ave	Maj LLC	San Diego, CA	Commercial Bldg/Retail	1945
409-07-093	937 N G Ave	Grace Properties Inc	Clinton, OK	Stores & Offices/Retail	1915
409-07-094	933 G Ave	Rose Antar	Oakhurst, NJ	Commercial/Store Combined	1905
409-07-095	925-929 N G Ave	Masonic Building Corp	Douglas	Store Bldg/Retail	1905
409-07-096	921-925 G Ave	Arthur Gsatelum	Douglas	Commercial/Store Combined	1922
409-07-097	917-919 G Ave	Arthur Gsatelum	Douglas	Convenience Market/Retail/Supermarket	1922
409-07-098	911-913 N G Ave	Eugenio Lopez	Douglas	Stores & Offices/Retail	1905
409-07-099	913 G Ave	Arthur Gsatelum	Douglas	Convenience Market/Retail/Supermarket	1908
409-07-100	901 N G Ave	B-Y 901 G Ave LLC	San Antonio, TX	Dept Store/Retail	1915
409-07-101	530 E 9th St	Jesus Garcia	Douglas	Single Family Residential	1945
409-07-102	550 E 9th St	Ann Hurtado	Douglas	Restaurant Nightclub Bar	1930
409-07-103	560 9th St	Ronald Borane	Douglas	Commercial/Vacant Land	N/A
409-07-104	560 E 10th St	Douglas Building Limted Partnership/C	Douglas	City Exempt/Municipal Property	1952
409-07-106	N/A	no info	N/A		N/A
409-07-107	1001 N G Ave	Bank of America Corp Real	Charlotte, NC	Commercial Lot	N/A
409-07-108	531-535 11th St	Floyd Niertert Liv Trust	Douglas	Convenience Market/Retail/Supermarket	1920
409-07-109	541 11th St	Floyd Niertert Liv Trust	Douglas	Commercial/Vacant Land	
409-07-110	529 E 11th St	Abraham Gomez	Douglas	Convenience Market/Retail/Supermarket	1950
409-07-111	925 G Ave	Masonic Building Corp	N. Hollywood, CA	Dept Store/Retail	1910
409-07-112	1021 G Ave	City of Douglas	Douglas	City Exempt/Municipal Property	N/A
409-07-113	1015 G Ave	Ortega's Shoe Store	Douglas	Dept Store/Retail	1905
409-07-114	1009 N G Ave	Copper Pacific Trust	Carlsbad, CA	Store Bldg/Retail	1905
409-07-115	1001 N G Ave	Bank of America Corp Real	Charlotte, NC	Financial Bldg/Bank	1961
409-07-116	1001 N G Ave	Bank of America Corp Real	Charlotte, NC	Financial Bldg	
409-07-118	1046 N G Ave	Hartman Brekhus & Doris	Douglas	Hotel/Restaurant/Bar	1929
409-07-119	N/A	City of Douglas	Douglas	Commercial/Vacant Land	N/A
409-07-120	N/A	Hartman Brekhus & Doris	Douglas	Commercial/Parking Facilities	1980(parking Shed?)
409-07-121	H 11th Ave	City of Douglas	Douglas	Commercial/Parking Facilities	1980(parking Shed?)
409-07-122	11 St "h" Ave	Hartman Brekhus & Doris	Douglas	Commercial/Parking Facilities	1980(parking Shed?)
409-07-123	N/A	no info	N/A	N/A	N/A
409-07-124	N/A	City of Douglas	Douglas	Commercial/Parking Facilities	1980
409-07-125	1012 N G Ave	City of Douglas	Douglas	Dept Store/Retail	1900
409-07-127	1010 N H Ave #B	Earl and Donna Studer	Bisbee, AZ	Department Store	1973
409-07-128	10th Pan American	Earl and Donna Studer	Bisbee, AZ	Commercial/Parking Facilities	1982
409-07-129	1153 N Pan American	Rufo and Maria De La Ree	Douglas	Multiple Residential	1915
409-08-158	726 N G Ave	Carlos Luna	Douglas	Nightclub/Bar	1951
409-08-159	758 N G Ave	Jin Yong Chung	Sierra Vista	Store Bldg/Retail	1936
409-08-160B	758 N G Ave	Jin Yong Chung	Sierra Vista	Store Bldg/Retail	1910
410-02-002B	930 N G Ave	Gerald Bohmfalk	Douglas	Open Space/Vacant Land	N/A

Parcel Number	Business by Category	Space SF	Building Height	Activity	Function	Site	Structure	Condition
409-07-090	Retail	3529	2 story	2000	2000	6000	2000	2
409-07-091	Retail	7,924 (6,424-1st floor)	2 story	2000	2000	6000	2000	2
409-07-093	Retail	3350	1 story	2000	2000	6000	2000	2
409-07-094	Retail	3350	1 story	2000	2000	6000	2000	2
409-07-095	Retail	11,195 (5,495-1st floor)	2 story	2000	2000	6000	2000	3
409-07-096	Retail	8932	2 story	2000	2000	6000	2000	2
409-07-097	Retail	1290	1 story	2000	2000	6000	2000	3
409-07-098	Retail	3919	1 story	2000	2000	6000	2000	3
409-07-099	Retail	2059	1 story	2000	2000	6000	2000	3
409-07-100	Retail	12,200 (6,700-1st floor)	2 story	2000	2000	6000	2000	2
409-07-101	Retail	1250	1 story	9000		6000	2000	2
409-07-102	Restaurant	4559(4558)(1)	1 story (2 Bldgs)	2000	2000	6000	2000	2
409-07-103	Vacant Land	N/A	N/A		9000		4000	9000
409-07-104	Medical-Dental-Other Clinic	13400	1 story	4000	6000	6000	4000	2
409-07-106	N/A	N/A	N/A	2000	2000	6000	2000	1
409-07-107	Retail		1 story	2000	2000	6000	2000	2
409-07-108	Retail	3655	1 story	2000	2000	6000	2000	2
409-07-109	Vacant Land	N/A	N/A					
409-07-110	Retail	2775	1 story	2000	2000			
409-07-111	Retail	21,125 (12,091-1st floor)	2 story	9000	2000	6000	2000	3
409-07-112	Retail		N/A					
409-07-113	Retail	5000	2 story	2000	2000	6000	2000	2
409-07-114	Retail	3350	1 story	2000	2000	6000	2000	2
409-07-115	Retail	6342	1 story	4000	6000	6000	4000	2
409-07-116	Retail	N/A	1 story					
409-07-118	Hotel/Restaurant/Bar	80,523 (17,956-1st floor)	5 story	1000, 2000	1000, 2000	6000	1000, 2000	2
409-07-119	Vacant Land	N/A	N/A	5000	4000	4000	9000	
409-07-120	Misc Commercial	2500(asphalt)	1 story (1 sf shed?)	5000	4000	4000	9000	
409-07-121	Privately Owned School	21300(asphalt)	1 story (1 sf shed?)	5000	4000	4000	9000	
409-07-122	Misc Commercial	7100(asphalt)	1 story (1 sf shed?)	5000	4000	4000	9000	
409-07-123	N/A	N/A	N/A	5000	4000	4000	9000	
409-07-124	Parking Lot	37772(asphalt) (290 bldg)	1 story/Storage bldg)	5000	4000	4000	9000	
409-07-125	Retail	40,610 (20,305-1st floor)	2 story	4000	6000	6000	4000	3
409-07-127	Retail	14000	1 story (2 Bldgs)	2000	2000		2000	2
409-07-128	Misc Commercial	8875(asphalt)	1 story	2000	3000	4000	9000	
409-07-129	Apartment	4025	1 story	1000	1000	6000	1000	3
409-08-158	Clubs and Lodges	5147	1 story					
409-08-159	Retail	5071	1 story					
409-08-160B	Retail	4460	1 story					
410-02-002B	Vacant Land	20 acres	N/A					

Appendix D:

Downtown Development Resources

D.1 Infill Incentive District

Under A.R.S. §9-499.10, the City may designate an infill incentive district in an area of the City where at least three of the following criteria are met:

- There is a large number of vacant older or dilapidated buildings or structures.
- There is a large number of vacant or underused parcels of property, obsolete or inappropriate lot or parcel sizes or environmentally contaminated sites.
- There is a large number of buildings or other places where nuisances exist or occur.
- There is an absence of development and investment activity compared to other areas in the city or town.
- There is a high occurrence of crime.
- There is a continuing decline in population.

If the city designates an infill incentive district, it must adopt an infill incentive plan to encourage redevelopment in the district. The plan may include the following:

- Expedited zoning or rezoning procedures.
- Expedited processing of plans and proposals.
- Waivers of municipal fees for development activities as long as the waivers are not funded by other development fees.

- Relief from development standards.

D.2 Community Development Block Grants

The Community Development Block Grant (CDBG) program is a federal funding program through the U.S. Department of Housing and Urban Development (HUD). Each year, 70% of the funds appropriated for CDBGs is allocated to entitlement jurisdictions and the remaining 30% is distributed to states for administration of the CDBG program. Entitlement jurisdictions in Arizona include all of Maricopa and Pima Counties, the cities of Flagstaff, Prescott, and Yuma, and tribal lands. Cochise County and Douglas are not entitlement jurisdictions, therefore they receive CDBG funds through the state rather than from HUD directly.

The Arizona Department of Housing administers CDBGs for non-entitlement jurisdictions. Funds are distributed in two rounds: Regional Account and State Special Project. The Regional Account consists of 85% of Arizona's allocation from HUD and is distributed on a non-competitive basis through the non-metropolitan Council of Government, which for Douglas is the South Eastern Arizona Government Organization. The remaining 15% of Arizona's allocation is distributed on a competitive basis through the State Special Projects program directly to eligible communities. State Special Project funds can be used for a variety of projects, including hous-

ing projects such as owner-occupied and rental rehabilitation and housing construction undertaken by a nonprofit organization.

The deadline for applications for funding from approximately \$1.7 million in Fiscal Year 2008 State Special Projects funds is January 15, 2009 at 4 p.m. Applications are available on the Arizona Department of Housing website, <http://www.housingaz.com>.

D.3 HOPE VI Main Street

HOPE VI Main Street Grants are provided by the U.S. Department of Housing and Urban Development (HUD) and are not a part of the National Trust for Historic Preservation's Main Street Program. The purpose of the grants is to provide assistance to smaller communities for the development of affordable housing for low-income families that is undertaken in connection with an existing main street rejuvenation or redevelopment project.

To be eligible for a HOPE VI Main Street Grant, an applicant must be an official unit of local government with a population of 50,000 or fewer and with 100 or fewer physical public housing units in its jurisdiction that are administered by a public housing agency for HUD. HUD determines whether the project is an existing, eligible main street project using the Main Street Project criteria. The maximum grant amount is \$1,000,000, and there is a Contribution (Match) Requirement of 5% of the requested grant amount. Grant awards come with a requirement for periodic reports to HUD and a required final audit.

The deadline for applications for Fiscal Year 2008 was September 30, 2008. Notice of HOPE VI Main Street Grants for Fiscal Year 2009 will likely be published as a Notice of Funding Availability (NOFA) in the Federal Register sometime around June of 2009. NOFAs from previous fiscal years and grant applications are available on HUD's website, <http://www.hud.gov/offices/pih/programs/ph/hope6/index.cfm>.

D.4 Low Income Housing Tax Credits & Arizona State Housing Fund

The Low-Income Housing Tax Credit (LIHTC) program was created by the Federal Government to promote the development of affordable rental housing. LIHTCs provide credit against the federal income tax liability of developers of and investors in low-income housing developments. Following is a description, taken from the Arizona Department of Housing (ADOH) website, of Arizona LIHTC eligibility requirements:

In order to be considered for Tax Credits in Arizona, the proposed development must involve new construction, substantial rehabilitation or acquisition and substantial rehabilitation.

A development qualifies for low-income housing tax credits if it is residential rental property and meets one of the following requirements:

- At least 20% or more of the residential units in the development are both rent restricted and occupied by individuals whose income is 50% or less of the area median gross income (AMGI)*, or

- At least 40% or more of the residential units in the development are both rent restricted and occupied by individuals whose income is 60% or less of the area median gross income (AMGI)*.

Tax Credits may only be claimed on units that have been set aside for participation under the program. Since Tax Credits are awarded on a competitive basis, ADOH's Qualified Allocation Plan (QAP) encourages "targeting" of the units to income levels lower than the federal limits described above.

The Internal Revenue Code determines the amount of tax credits available for allocation each year. Tax credits are awarded for specific low-income housing developments according to ADOH's Qualified Action Plan, which contains procedures and criteria for awarding LIHTCs. The 2008 Qualified Action Plan, which also contains timetable and application information, can be downloaded at ADOH's website, <http://www.housingaz.com>.

The Arizona State Housing Fund Program administers federal HOME and State Housing Trust Fund funding. It provides GAP financing in the form of a loan for the development of permanent and transitional affordable rental housing. Projects receiving funding must comply with long-term restrictions on rents charged and tenant incomes. The funding process has five steps: Completeness Review, Threshold Review, Scoring, Financial and Technical Review, and Funding Review. Information on each step and general information can be found in the State Housing Fund Program Summary and Application Guide available on the ADOH website, <http://www.housingaz.com>.

D.5 Mid-to-Long-Term Investment in Mixed-use Development

A January 2007 Brookings Institution research brief titled "Back to the Future: The Need for Patient Equity in Real Estate Development Finance" discusses that role that the public sector can play in financing mixed-use

development. The brief presents some basic information on trends in real estate development and the challenges faced by developers of walkable urban projects. The brief discusses the role of patient equity in developing mixed-use projects. Investors of patient equity forgo initial cash flows in return for later cash flows. The brief argues that patient equity is particularly appropriate for walkable developments that often provide substantial returns several years after project completion. In contrast to public sector gap financing for downtown revitalization projects, which may provide soft loans, land write-downs, or infrastructure improvements and which often takes the form of grants, public sector investment of patient equity in mixed-use development provides a means for public funds to be repaid. The research brief is available on the Brookings Institution website, http://www.brookings.edu/reports/2007/01cities_leinberger.aspx.

D.6 Municipal Housing Development Projects

Under A.R.S. § 9-441.02, Arizona municipalities are authorized to

Finance or refinance, by loan, grant, lease or otherwise contract with private developers to, construct, purchase, acquire, own, modify, maintain, improve, sell, operate, develop or manage housing development projects, and pay the costs of any housing development project from the proceeds of bonds or other obligations of the municipality or any other monies of the municipality

A.R.S. § 9-441.03 lays out the specifics for issuing municipal bonds to finance housing development projects.

Appendix E:

Business Development Resources

T echnical Resources for Businesses

E.1 City of Douglas

A. Economic Development Department
City of Douglas
425 Tenth Street
Douglas, AZ 85607
http://www.douglasaz.gov/pages/businesses_starting.html

The City of Douglas hosts a committed Economic Development Department whose mission is to support new and existing businesses through mentorship, stakeholder support, and business development assistance. The Department's "Douglas Entrepreneurial Advancement Program" will assist any business owner looking to make their living in the region.

E.2 Cochise College

A. Small Business Development Center
901 N. Colombo Ave., Room 308
Sierra Vista, AZ 85635
(520) 515-5478
(800) 966-7943, Ext. 5478
<http://www.cochise.edu/conteducation/sbdc/index.asp>

The mission of the Small Business Development Center is to "help small businesses in Cochise County start up, survive, and grow. To accomplish this goal, we provide a variety of free, confidential services and referrals to small-business owners and entrepreneurs in Cochise County." These services include bookkeeping, business planning, cash flow analysis, financial planning, growth strategies, management issues, marketing, start-up assistance, and sales and promotion planning.

B. Workforce Training and Community Education

901 North Colombo Avenue
Sierra Vista, Arizona 85635-2317
training@cochise.edu
(800) 966-7943, Ext. 5492
(520) 515-5492
<http://www.cochise.edu/workforcetraining/index.asp>
The Workforce Training and Community Education provided by Cochise College offers "continuing education programs to keep your knowledge relevant, to comprehensive training programs for businesses large and small." This is accomplished through seminars, workshops, courses, employee assessment, and customized training.

C. Center for Economic Research

901 North Colombo Avenue
Sierra Vista, AZ 85635-2317
(800) 966-7943, Ext. 5486
(520) 515-5486

<http://www.cochise.edu/deptsdirs/organizations/cer/index.asp>

The Center for Economic Research “is dedicated to analyzing and interpreting economic information and educating residents of Cochise County on the local, state, and national economy. The CER provides economic and demographic information, analysis, and forecasting to help community leaders in the public, private, and nonprofit sectors make informed decisions.” For example, prospective business owners can use the information gathered by this organization to better understand the market that exists within the City of Douglas, and better tailor their new business to meet the demand.

E.3 State Resources

A. Arizona Department of Commerce Small Business Services

<http://www.azcommerce.com/BusAsst/SmallBiz/>

Contact: smallbiz@azcommerce.com

The Department of Commerce aims to assist businesses succeed in the state’s economy; for instance, the Small Business Services website offers a large amount of technical information for prospective and existing business owners, as well as a list of business incentives offered through the state. Every prospective business owner should fill out the Step-by-Step Checklist to “start, operate, and grow a business in Arizona.”

B. Arizona Business Portal

<http://az.gov/webapp/portal/topic.jsp?id=1158>

Or: <http://az.gov/> and Search: Business Services

A powerful tool for anyone interested in starting a small business in Arizona, the Arizona Business Portal provides Arizona Economic Data, Tax Forms, Licensing, Certification Processes, and links to many other necessary points of interest for business owners.

E.4 Private

A. Ppep Microbusiness and Housing Development Corporation (PMHDC)

<http://www.azsmallbusinessloans.com/offices.html>

PMHDC COCHISE COUNTY AREA OFFICE

1122 G. Avenue

Douglas, AZ 85607

520-364-8565

520-805-0143 Fax

Contact: Iris Rodriguez, Loan Officer/Trainer

Email: irodriguez@ppep.org

Contact: Frank Vasquez, Community Development Officer

Email: fvasquez@ppep.org

PMHDC provides technical and financial support to small businesses in Douglas and throughout Southern Arizona. Also, PMHDC offers discounted office/warehouse space for small businesses. Technical training classes are available on networking, computer skills training, business planning; businesses owners can also receive one-on-one counseling. PMHDC’s loan packages provide alternatives to traditional banks, allowing businesses to obtain micro-loans, and helping businesses with lower credit scores to

secure financing. Funding for these programs comes from a variety of private and public sources, and PNHC actively collaborates with several other local business development organizations to promote economic growth throughout Southern Arizona.

B. SCORE (Service Corps of Retired Executives Association) – Southern Arizona

330 N. Commerce Park Loop Suite160

Tucson, AZ 85745

520-670-5008

score@dakotacom.net

<http://www.scoretucson.org/>

SCORE is a nonprofit organization and U.S. Small Business Administration resource partner that provides free mentoring, business counseling, and low-cost workshops to small business owners. SCORE is “dedicated to entrepreneur education and the formation, growth and success of the nation’s small businesses.” Small business owners should contact the Southern Arizona branch office to request their services.

E.5 Financial Resources for Businesses

A. Arizona Community and Business Finance Guide

<http://www.azcommerce.com/doclib/prop/azfincngd.pdf>

This document, published by the Arizona Department of Commerce, is a comprehensive listing of the many programs and grants sponsored by the state in the areas of Economic Development, Community Planning, Energy, Housing, Infrastructure, etc. It is highly recommended that local business owners and any created economic development organization examine this list and apply for any programs and grants that are applicable to your future goals.

B. Cochise County Enterprise Zone

Ms. Gussie Motter

Enterprise Zone Administrator

Cochise County

1415 W. Melody Lane, Bldg. B

Bisbee, AZ 85603

Phone: (520)432-9215

Fax: (520)432-9758

Email: gmotter@cochise.az.gov

Criteria: <http://www.azcommerce.com/doclib/FINANCE/EZ%20Summary.pdf>

The Arizona Department of Commerce sponsors the Arizona Enterprise Zone Program, designed to improve the economies of regions throughout the state. The program offers two unique incentives, Income/Premium Tax Credits and Property Tax Benefits, depending on a determined set of criteria. Business owners should consult the criteria listing on the Depart-

ment website and contact the Cochise County worker with any additional inquiries.

C. United States Small Business Administration – Arizona Section

2828 North Central Ave,
Suite 800
Phoenix, Arizona 85004-1093
Telephone: 602.745.7200
Fax: 602.745.7210

The U.S. Small Business Administration provides both technical and monetary assistance to small businesses. Interested business owners should contact the Arizona Office for information about low-interest loans, the Surety Bond Program, and similar monetary measures. The SBA exists to help small and potentially “economically disadvantaged” businesses succeed in today’s economy.

- Grants, loans and loan guarantees for local businesses
- Interest subsidies
- Tax incentives, credits and abatements
- Develop entrepreneurial training programs at local universities and secondary schools

Source: Marshall 2000

Marshall, Edward M. (2000). Creating Small Business Partnerships. In Roger Kemp (Ed.). Main Street Renewal (pp. 107-114). Jefferson, NC: McFarlane & Company.

E.6 Potential Business Development Tools

Strategies to improve access to affordable financial and human capital:

- Establish bank consortium and loan pooling agreements
- Deposit city funds at banks that invest in local businesses

Appendix F:

Retail Market Analysis

Detailed information on specific business development opportunities should be obtained before putting substantial public investment into business recruitment and development. Such an analysis would recommend uses to complement the current commercial mix in Douglas, and distinguish Downtown Douglas from competing commercial areas.

Depending upon the level of detail involved in the analysis, such a study has the potential to cost a significant amount of money. For this reason, a preliminary discussion among stakeholders should be held to determine the study's scope, desired outcomes, and additional action that may need to be taken, depending on the outcome of the analysis.

One potential method for obtaining detailed retail market information is the three-step 'unmet demand approach,' as outlined by Mary Reynolds, an independent business consultant (2008). The first step in this process involves calculating the total potential demand in dollars for each good and service within a specific geographic trade area. Second, the business establishments (and their respective square-footage) that provide specific goods and services within the trade area are counted. Finally, the information from the first two steps is combined to determine any unmet demand for new goods and services inside the trade area. Additionally, the owners of businesses that sell goods or services that appear to have unmet demand in the market can be surveyed to determine minimum market sizes.

Several sources of data are utilized for this analysis, and may include shopper-intercept surveys, focus group discussions, stakeholder interviews, Census data on household income, consumer spending data, and detailed information on competitors.

The trade area for this study can be determined by examining surrounding nearby competitive commercial nodes to approximate the distance that shoppers are willing to travel to Downtown Douglas to buy convenience goods, such as grocery items or hardware. Additionally, this analysis should consider a market area for shoppers' goods, which can be found in Downtown Douglas and are typically needed to support a shopping district similar to Downtown. Shoppers' goods include clothing, garden supplies, specialty/gift items, fine dining and legal services.

Once you have data, create a plan for recruiting business:

1. Who does it – local Chamber, etc.
2. Who do you recruit – local and non-local businesses

Consultant Mary Reynolds can be contacted at (804) 433-7999 or marycycle@yahoo.com.

Appendix G:

Parking Regulations

On and off-street parking in Downtown Douglas are regulated separately. Off-street parking is regulated by Article 6 of the City of Douglas Planning and Zoning Code. Article 6, Section 602 regulates the computation of off-street parking requirements. Of particular interest is Section 602.1, which stipulates that for buildings combining a mix of uses or activities, the minimum required number of off-street parking spaces shall be the sum of individual requirements for each use computed separately. This regulation may conflict with development under the mixed-use zoning code recently established by the City and will be addressed below.

The schedule of minimum required off-street parking is detailed in Section 606. This section follows standard planning practice by prescribing minimum parking requirements for each building, structure or use. Today it is generally recognized that this practice leads to conservative estimates of adequate parking supply. The trend is toward relaxation or elimination of minimum parking requirements calculated in this manner.

Another noteworthy element of Article 6 is Section 611, relating to the City's historic business district. This section recognizes that many structures and uses were developed before the adoption of the Planning and Zoning Code, and do not meet the specifications of Article 6. This section allows the City design review board to create an exception in such cases.

The application of this type of allowance to future development is discussed below.

Unlike off-street parking, on-street parking is regulated by the Douglas Municipal Code, Title 10, Vehicles and Traffic. Of particular interest are Sections 10.16.020 and 10.16.040, which designate limited parking zones, and the regulation of parking by time, respectively. Section 10.16.020 establishes limited parking zones for on-street parking, mainly in the southern part of Downtown, as shown in Figure 45. Section 10.16.040 establishes a civil violation for remaining parked in a limited zone in excess of the designated time allowed, which is two hours. As discussed above, these regulations are a source of concern for many Douglas residents.

The following recommendations are intended to promote land and business development in Downtown Douglas. Recommendations are proposed for immediate implementation by the City.

Appendix H:

Streetscape Design Resources

H.1

The article below, “Getting Streetscape Design Right,” by David Schellinger and Sharon Priest, appeared in *Planning Magazine*, June 2006. It offers advice on basic streetscape design tools and techniques.

Streetscape design in the broadest sense refers to the design of a street, including the roadbed, sidewalks, landscape planting, and character of the adjacent building facade or planted setback. Each of these individual parts of a street is important in successful streetscape design. Memorable sidewalks and streets that are oriented toward the pedestrian experience characterize excellence in streetscape design.

Several individual elements can be used to shape the character of sidewalks and overall street elements, including street furniture, landscape planting, lighting, and other amenities. Successful streetscape design balances the desire for pedestrian amenities, such as benches and street trees, with an understanding of the functional aspects of streets and sidewalks.

Streetscapes can be designed and implemented at a variety of scales, ranging from the sidewalk in front of an individual property to larger street networks in neighborhoods, districts, and even entire communities and municipalities.

One of the most important characteristics of sidewalks is the pedestrian “path of travel.” A typical sidewalk has three zones: the building zone, the path of travel, and the curb zone. Successful streetscape designs accommodate a clear path of travel, typically in the center of the sidewalk. The curb zone, on the outer edge of the sidewalk, is typically the location of streetscape amenities, while the building zone is adjacent to the property line.

To comply with the Americans with Disabilities Act requirements, sidewalks should accommodate at least a six-foot-wide clear path. Provide additional sidewalk width when including streetscape amenities such as street furniture or landscape planting. Sidewalks with street trees typically require a 10-foot-wide sidewalk to accommodate the pedestrian path and the four-foot-wide tree bed, for example.

Pedestrian levels of service

Like traffic levels of service on roads and freeways, there are pedestrian levels of service for sidewalks. These levels of service range from A (high: completely unimpeded movement) to F (low: complete congestion). The level of service calculation is based on average sidewalk width and the total volume of pedestrians in a given period of time.

Wide sidewalks in conjunction with a high pedestrian level of service

can seem empty and uninviting; narrow sidewalks with several streetscape elements can result in both physical and visual clutter and a low pedestrian level of service.

Identify the current pedestrian level of service and the level the community would like as a basis for determining the amount of pedestrian amenities that can be accommodated comfortably on any given sidewalk.

Standards and regulations

Streetscape design and implementation are regulated at the local level, and specific requirements and regulations will likely vary for each community. Typically, multiple agencies govern specific aspects of streetscape design and implementation within each community. These agencies often include planning departments for planning and design; public works departments for utilities, road maintenance, and dimensions requirements; park and recreation departments or forestry departments for recommended street trees and plantings; and economic development agencies for working with private property owners to control the location of private street furniture and displays.

On the federal level, ADA requirements for streetscapes focus on the width of a clear path of travel on sidewalks to allow two wheelchairs to pass each other unimpeded.

Streetscape elements

Streetscape elements can be organized into a few major categories, including paving, landscape planting, street lighting, and street furniture. Here we briefly introduce the different categories of elements, their typical placement on sidewalks, and the types of design and construction that are available. Specific street furniture design and vendors can be found in trade publications and on the Internet.

Paving. Paving material is the most visually prominent streetscape element. Choice of paving material often depends on the scale of the sidewalk, the overall character and design intent of the street, and local climate conditions.

For cities in colder climates, use more durable materials that allow for expansion and contraction in extreme temperatures and will stand up to the use of salt and other melting agents. For locations that receive higher levels of rainfall throughout the year, use materials with more surface texture to provide greater traction. In some more extreme cold climates, communities have added electric heating coils embedded beneath the paving to melt snow and ice.

The most common and economical choice of material is scored concrete. Dyes can be added to concrete (often a reddish hue) to add color and character to the pavement and retain the cost and maintenance benefits of concrete. Stone or brick pavers are a more expensive paving material, often reserved for more ceremonial or special streets, such as a main street.

Harder stones that hold up under the pressures of everyday sidewalk use, such as granite, can be used as curbs. Since special paving materials are often more expensive, economical solutions can be derived by combining concrete and special pavers in a variety of interesting patterns.

Special paving can also be used in crosswalks or an entire intersection as a design element or traffic-calming measure. Colored concrete or pavers in a crosswalk provide visual clue to changes in the character of the street while raised crosswalks make drivers more cognizant of driving through a pedestrian zone.

Landscape planting. Street trees and other plant material add four-season

color, visual interest, and an ever-changing texture to a streetscape, softening the hard surfaces of sidewalks and improving air quality. Unlike most streetscape elements, street trees and plantings change over time, require continual maintenance, and can cause problems such as roots cracking sidewalks or leaves clogging sewer grates.

Even with the potential problems, street landscape planting is often a first choice for many communities trying to improve the character of their streets. Here we describe a variety of street planting types, general planting and location guidelines, and a few rules of thumb to consider when selecting and installing landscape planting along streets.

The most visually prominent of all street planting is the street tree. Street tree selection should include consideration of the community's recommended tree list and overall aesthetic desire, climatic concerns, maintenance requirements, the space available for root growth, and the size of a mature tree crown and canopy.

Street trees on residential streets are typically located in a planted strip between the sidewalk and the curb. When selecting a tree species, consider the size of the individual mature tree canopy and root system, so trees won't compete for light and nutrients. On many commercial streets, especially in recent developments, street trees are often planted in containers or linear planting strips and, as such, may have to compete with underground utilities for space.

The tree species chosen may depend on the desires of adjacent business and property owners, who are often concerned about trees blocking their storefront windows. Smaller, more ornamental trees or trees with higher or lighter canopies are often a logical choice for commercial streets. These constraints can ultimately limit the number and location of trees on commercial streets.

When selecting the tree species to plant on streets with buildings located adjacent to the property line, regardless of the type of land use, consider the mature shape of the tree crown to prevent the canopy from growing into the building wall and potentially requiring severe pruning over time.

When trees are located within the sidewalk, the base of the tree is typically covered by some form of water-permeable material, ranging from metal tree grates to stone or brick pavers, decomposed granite, or other crushed stones that allow for continual growth of the tree trunk. In some cases, metal tree grates can be acceptable for use within the ADA accessible paths of travel.

Other landscape elements of the streetscape include planted beds in the ground or raised planters, hanging planters attached to light fixtures or buildings, and plantings in medians. Any landscape planting within the sidewalk must allow a clear path of pedestrian travel, and thus is typically found in the curb zone or in private planters within the building zone if the width of the sidewalk permits.

Street lighting. Exterior street lighting provides general illumination for safety and wayfinding purposes for both pedestrians and motorists. Lighting is used to illuminate buildings, landscapes, roadways, parking areas, signs, and other outdoor areas, and in certain instances for advertising. In addition to being a practical consideration, light fixtures, the type of lighting source, and illumination patterns are also design choices.

Most communities have requirements for minimum levels of street illumination. Lighting should be designed to attain the recommended light level, distribution, and glare control, and should address the aesthetic impact of the illumination. Illumination levels are measured in footcandles (lumens per square foot) and lux (lumens per square meter). A footcandle is the unit of illumination lighting a surface, all points of which are one foot from a uniform light source, equivalent to one candle in brightness or illumina-

tion. Recommended illumination levels may be found in the Illumination Engineering Society of North America Lighting Handbook and other IESNA publications.

Most street lighting manufacturers can provide photometric studies to determine the resulting illumination levels for specific designs and applications. Computerized point-by-point calculations are recommended for more accurate results.

Luminaries or lamps for street and parking lot lighting are categorized according to the lighting patterns they create on the ground, ranging from Type I to V. While many communities have requirements for roadway illumination levels, fewer communities have requirements for sidewalks and other pedestrian areas. A general rule of thumb for sidewalks and bikeways is 0.2 footcandles in residential areas, 1.0 footcandles in commercial areas, and 5.0 footcandles near building entrances.

There are three broad classes of lights on streets: those that illuminate the roadway; those that light the sidewalk and the pedestrian realm and other ancillary light fixtures such as bollards and fixtures mounted on the facades of buildings; and security lighting. Standard roadway lights, often called cobraheads, are usually mounted to a mast arm and suspended over the roadway at heights of 25 to 40 feet. Cobrahead lights are typically mounted on simple aluminum poles and are frequently used on highways and other major traffic thoroughfares.

On more important or intimate streets, many communities opt for more ornamental street poles and lighting fixtures, often with a particular theme or design. These light fixtures are usually mounted on ornate poles less than 25 feet high. Many of these types of light fixtures also include the option of a pedestrian-scale light fixture, usually mounted around 12 to 15 feet above the sidewalk. Note that with light fixtures mounted at this level, it is difficult to control glare and achieve proper illumination levels. Light

fixtures often include an option for brackets (either single or double-sided) to attach banners and other temporary graphic elements between the pedestrian fixture and the street level fixture.

Private street lighting comes in a variety of shapes and sizes and is typically mounted to the facade of the building or located on smaller scale poles in private landscape planted buffers.

Streetlights are typically located in the curb zone of the sidewalk. The spacing of streetlights should be uniform, with the distance depending on the minimum illumination levels required. Regular spacing is often broken by curb cuts along the street, so the placement of light fixtures requires some level of flexibility. If the sidewalk includes street trees, locate streetlights between the trees so the tree canopy doesn't interfere with illumination coverage. The average distance of shade trees from streetlights is 40 feet on center, or 15 feet on center from smaller ornamental trees.

The color of the light cast is often an important consideration in streetscape design. Light sources that have poor color rendition, such as high-pressure sodium, can create a yellowish glow on the street and should be avoided. White light sources such as metal halide, fluorescent, and compact fluorescent luminaries are recommended for sidewalks and other pedestrian areas, and in situations requiring color discrimination.

Street furniture. Street furniture includes the smaller amenities located on sidewalks that add scale, functionality, and a human element to the streetscape. Types of street furniture include benches, tables, and chairs, trash receptacles, bicycle racks, and drinking fountains. Street furniture is typically fixed in place, with removable elements such as trash receptacle liners. Durability and ease of maintenance are important factors in the selection of permanent street furniture.

The placement of street furniture is based on function and need and may

be included as part of communitywide streetscape requirements. The most common location for street furniture is within the curb zone of the sidewalk, often clustered near intersections where pedestrians wait while crossing the street. An area of at least 10 feet adjacent to the intersection should be kept clear.

When selecting street furniture, create a palette of materials and pieces that work together in terms of colors, styles, and character. Some communities have developed and implemented a palette of appropriate streetscape elements, including street furniture, which provides an easy first step in selecting the right pieces for a project.

Review local codes and ordinances for any street furniture location requirements or restrictions; city services must be coordinated, especially for items such as fountains and features requiring electrical power. The most common elements of street furniture include benches, trash receptacles, newspaper racks, bike racks, bollards, kiosks, and transit shelters, as well as signage, public utilities, and private amenities.

Benches are essential for making a sidewalk pedestrian-friendly. Benches are available in a wide array of shapes, materials, and styles, including those with arms and backs and those that are simply a seat bottom. Benches can include a center or intermediate arm that can discourage loitering or sleeping on the bench. Benches are often located in high-use or high-pedestrian traffic areas and are typically fastened to the pavement for security purposes. If located in the curb zone, they face either a building or the street; if placed in the building zone, they face the street.

Trash receptacles are among the most common elements of a streetscape. Many include an attached receptacle, often on the top of the container, for recyclable materials, although some communities are starting to include separate receptacles for recyclables.

Provide trash receptacles at frequent enough intervals so they are convenient to use. Public trash receptacles are often located in the curb zone; they should be well-maintained at all times. Privately maintained receptacles are located in the building zone, usually adjacent to building entrances.

As more communities work to make their streets bicycle-friendly, it is critical to provide adequate bike racks throughout major activity centers. The majority of these racks are modern in styling, ranging from vertical metal slats on a flat base to continuous sinuous curving pieces of metal. Many bicycle riders often lock their bikes to street sign poles when there is no formal bike rack available.

While newspaper racks serve an important function in the community, improperly placed or too many different racks crammed onto small sidewalks can be both an eyesore and a safety hazard. Many communities are installing large-scale single newspaper racks with multiple containers to control their aesthetic. Some communities are exploring the possibility of using a single structure that includes both multiple newspaper racks and a space for utility boxes, further streamlining the sidewalk character.

Bollards are concrete or steel streetscape elements that prevent traffic from encroaching in pedestrian areas. Besides being a necessary functional element, bollards can be an attractive, well-designed component of the overall streetscape. They are usually located along the curb edge of a sidewalk to protect pedestrians, or used as a security element around sensitive buildings and important sites. They come in a multitude of styles, from fixtures reminiscent of hitching posts to sleek steel posts.

Kiosks provide a central location for information about community events and other announcements. Well-designed and located sidewalk kiosks help establish the design tone for an individual street or even a larger community.

Kiosks can be designed to include amenities such as newspaper racks, maps, public phones, and signage. When deciding whether kiosks may be appropriate, consider sidewalk width, pedestrian volume, the proposed design, and long-term maintenance to ensure that the kiosk provides a benefit to the community. Sidewalk bulb-outs at intersections are prime locations for kiosks.

Transit stops can range from a sign identifying the stop and route number or name, to benches, to partially enclosed transit shelters that protect waiting passengers from the elements. Transit shelters may include benches or individual seats that need to be flipped down to sit on to prevent people from sleeping there. Transit stops are typically located adjacent to intersections, either before or after the stoplight.

Buses have flexibility in changing lanes, so stops can be accommodated on sidewalks by having the bus pull into the parking or curb lane. Consider the location of street trees and other street furniture when locating transit stops to ensure there are no obstructions to the buses' front and back doors.

While the shape, color, and graphic design of most traffic and directional signs are controlled nationally, community-oriented signs can be designed as an integral part of the streetscape plan. Street signs can be designed as simple flat metal panel faces attached to aluminum or other metal poles, or more elaborate signs with two legs and multiple spots for removable signs. These can include gateway features, monument signs, directional signage to public parking locations, and other community-focused signs. Almost all street signs are located in the curb zone of the sidewalk.

Secondary types

There are two main types of secondary streetscape elements that a com-

munity has slightly less control over than street furniture: utility and city-related structures, as well as private streetscape amenities.

The most visually prominent elements on many streets are the electrical and telecommunication wires strung overhead. Utility cabinets, a necessary element in most city streets, house equipment to operate traffic signals, light-rail systems, and telecommunications or utility company systems.

For existing streets, there is little that can be done to move the existing cabinets unless major utility work is being done. For newly planned streets, the challenge is to locate these components in order to meet operational requirements while making the sidewalk more inviting and safe for pedestrians. This typically means placing utility cabinets in the curb zone.

On many commercial streets, private business owners want to use the space outside their stores to place tables and chairs, display wares, or place temporary signs. While individual property owners cover the cost and maintenance for these private amenities, the community has a stake in controlling their type and location to ensure a clear and safe path of travel. Communities control the placement of private amenities through zoning permits, specifying the height of elements and how far they can extend into the sidewalk, which depends on the overall sidewalk width.

David Schellinger is Director of Design Communications at SMWM in San Francisco. Sharon Priest was formerly with the firm. This material was adapted from *Planning and Urban Design Standards*, published in 2006, by John Wiley & Sons and edited by Megan Lewis, AICP, and Bill Klein, AICP, of APA's research department. The book was sponsored in part by the Planning Foundation of the American Planning Association.

H.2 Public Art

Extensive information on public art, including program organization, the commissioning process, economic and placemaking benefits of public art, and potential funding sources, can be found at the Project for Public Spaces: http://www.pps.org/info/pub_art/

H.3 Transportation Planning

1. Pedestrian and Bicycle Planning: A guide to Best Practices (Tasha)

For a thorough guide to pedestrian and bicycle planning please see the "Pedestrian and Bicycle Planning: A guide to Best Practices" at the following web site:

<http://www.mrsc.org/ArtDocMisc/PedBikePlanGuide.pdf>

For several examples and recommendations for bicycle parking guidelines, please see the "Bicycle Parking Guidelines" at the following web site:

<http://www.bfbc.org/issues/parking/apbp-bikeparking.pdf>

For a thorough examination of the best approach for bicycle route signage and wayfinding please see "Best Practices in Bicycle and Pedestrian Wayfinding in the Washington Region." by Michael Farrell at:

www.mwcog.org/uploads/committee-documents/t1d-W1k20070516090831

Appendix I: Design Resources

I.1 Smart Growth Network

Extensive information on Smart Growth principles is available through the Smart Growth Network at www.smartgrowth.org. Below is an introduction to the underlying concepts of Smart Growth.

Smart Growth Overview:

"In communities across the nation, there is a growing concern that current development patterns -- dominated by what some call "sprawl" -- are no longer in the long-term interest of our cities, existing suburbs, small towns, rural communities, or wilderness areas.

Though supportive of growth, communities are questioning the economic costs of abandoning infrastructure in the city, only to rebuild it further out. They are questioning the social costs of the mismatch between new employment locations in the suburbs and the available work-force in the city. They are questioning the wisdom of abandoning "brownfields" in older communities, eating up the open space and prime agricultural lands at the suburban fringe, and polluting the air of an entire region by driving farther to get places.

Spurring the smart growth movement are demographic shifts, a strong environ-

mental ethic, increased fiscal concerns, and more nuanced views of growth. The result is both a new demand and a new opportunity for smart growth.

Smart growth recognizes connections between development and quality of life. It leverages new growth to improve the community. The features that distinguish smart growth in a community vary from place to place. In general, smart growth invests time, attention, and resources in restoring community and vitality to center cities and older suburbs. New smart growth is more town-centered, is transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities.

But there is no "one-size-fits-all" solution. Successful communities do tend to have one thing in common--a vision of where they want to go and of what things they value in their community--and their plans for development reflect these values."

Text from executive summary of *Why Smart Growth: A Primer* by International City/County Management Association with Geoff Anderson, 7/98. (Retrieved November 21, 2008 from www.smartgrowth.org)

1.2 Low Impact Development

"Low Impact Development (LID) is an approach to land development (or re-development) that works with nature to manage stormwater as close to its source as possible. LID employs principles such as preserving and recreating natural landscape features, minimizing effective imperviousness to create functional and appealing site drainage that treat stormwater as a resource rather than a waste product. There are many practices that have been used to adhere to these principles such as bioretention facilities, rain gardens, vegetated rooftops, rain barrels, and permeable pavements.

By implementing LID principles and practices, water can be managed in a way that reduces the impact of built areas and promotes the natural movement of water within an ecosystem or watershed. Applied on a broad scale, LID can maintain or restore a watershed's hydrologic and ecological functions. LID has been characterized as a sustainable stormwater practice by the Water Environment Research Foundation and others." (from "Low Impact Development," retrieved November 21, 2008 from <http://www.epa.gov/nps/lid/>)

Further information on Low Impact Development is available from the Environmental Protection Agency at www.epa.gov/nps/lid/.

1.3 Rainwater Harvesting

"Rainwater Harvesting' refers to the collection and storage of rain. Collection is usually from rooftops, and storage in catchment tanks. Stored water can be used for non-potable purposes such as irrigating lawns, washing cars, or flushing toilets. Rainwater harvesting systems can range from a simple barrel at the bottom of a downspout to multiple tanks with pumps and controls." (from <http://www.portlandonline.com/OSD/>)

Regional resources for rainwater harvesting information, techniques, and workshops:

Rainwater Harvesting for Drylands (Brad Lancaster): <http://www.harvestingrainwater.com/>

Watershed Management Group (Tucson-based non-profit organization): <http://www.watershedmg.org/>

1.4 Native Vegetation & Xeriscaping

- a) The Arizona Native Plant and Seed Society is an excellent resource for links to native and low-water plants: <http://aznps.org/>
- b) Xeriscaping is "a landscaping method developed especially for arid and

Native Plant List (Arizona Native Plant Society)

Tall Bunchgrasses	
Desert spoon	<i>Dasyilirion wheeleri</i>
Arizona cotton top	<i>Digitaria californica</i>
Bull grass	<i>Muhlenbergia emersleyi</i>
Deer grass	<i>Muhlenbergia rigens</i>
Bamboo muhly	<i>Muhlenbergia dumosa</i>
Lawn/Turf grasses	
Blue grama	<i>Bouteloua gracilis</i>
Curly mesquite	<i>Hilaria belangeri</i>
Groundcover	
Goodding or desert verbena	<i>Glandularia gooddingii</i>
Desert four o'clock	<i>Mirabilis multiflora</i>
Summer Snow	<i>Plumbago scandens</i>
Shrubs	
Arizona rosewood	<i>Vauquelinia californica</i>
Hop bush	<i>Dodonaea viscosa</i>
Quail bush	<i>Atriplex lentiformis</i>
Sugar sumac	<i>Rhus ovata</i>
Baby bonnets	<i>Coursetia glandulosa</i>
Deciduous trees	
Western soapberry	<i>Sapindus saponaria</i> var. <i>drummondii</i>
Feather tree	<i>Lysiloma watsonii</i>
Velvet ash	<i>Fraxinus velutina</i>
Arizona walnut	<i>Juglans major</i>
Drought-tolerant trees	
Velvet mesquite	<i>Prosopis velutina</i>
Desert willow	<i>Chilopsis linearis</i>
Desert ironwood	<i>Olneya tesota</i>

semiarid climates that utilizes water-conserving techniques (as the use of drought-tolerant plants, mulch, and efficient irrigation” (Miriam-Webster Online Dictionary).

The Arizona Department of Water Resources (www.adwr.state.az.us) lists the Seven Principles of Xeriscap as:

1. Thoughtful landscape planning & design - Begin with a plan, whether it's a new or remodeled landscape. A good design will avoid wasting your water, time, and money. Think long-term, and be realistic about the space requirements of mature plants. This will help you avoid maintenance headaches later on.
2. Select low-water-use plants - Many books exist on this subject, and hundreds of native plants, as well as plants from other low-rainfall regions, are adapted to grow in the Sonoran Desert. Keep Principle Number 1 foremost in mind before buying plants for your Xeriscape. A good design is invaluable in selecting and combining water-efficient plants that will add beauty and utility to your outdoor areas.
3. Appropriate turf (lawn) areas - Lawns use a lot of water. For that reason, include them when only a lawn will do, as in a children's play area. Keep the lawn area small and simple in shape, and border it with low-water-use plants. Select adapted grasses such as hybrid Bermudas. Avoid lawn for use only as a ground cover -- use other water-efficient ground covers instead. Inorganic mulches such as decomposed granite use zero water and can be effective as well.
4. Efficient irrigation - Drip-irrigation systems are efficient at applying water

to plants in the right amounts at the root zone. Use a timer and adjust schedules as plant needs change with age and from season to season. Check systems regularly to be sure they are working properly. If you water with a hose, learn the water requirements of all your plants -- they can vary quite a bit. Check soil for moisture to see if plants actually need water. Avoid sprinkling; water deeply and infrequently after new plants are established.

5. Improve the soil - Adding organic matter to the soil before planting increases its water- and nutrient-holding capacity, which improves plant growth and efficient use of water. Annuals, perennials, and vegetables -- plants that are planted in close proximity to one another -- are prime candidates. Low-water-use native trees, shrubs, and ground covers usually do just fine in unimproved existing soil, but they often appreciate organic mulches. (See Principle Number 6.)

6. Use mulches - Mulch is a layer of just about any material -- organic or inorganic -- that covers the soil over the root area of plants. Mulch reduces moisture loss through evaporation, insulates plant roots from heat and cold extremes, and cuts down on weed populations that steal water and nutrients from your plants. Add a few inches of organic mulch each spring -- it will decompose to improve the soil.

7. Appropriate maintenance - Healthy plants grow and look better, as you would naturally expect, and use water more efficiently. Prune properly at the right time of year. Do not prune heavily at any one time, particularly during summer. Keep a close and regular eye out for pests and diseases. You want to spot them early when controls are easier and more effective.

Keep up with weeds. Don't over-fertilize, which can result in excessive plant growth that requires even more pruning.

1.5 Green Building

The United States Green Building Council is considered to be the leading authority on green building: <http://www.usgbc.org/>

Cost-Effectiveness of Sustainable Design

a) The Whole Building Design Guide offers information on life-cycle cost analysis and cost-effectiveness of green buildings: http://www.wbdg.org/design/cost_effective.php

b) The above resources also include information on the benefits of the suggested sustainable design elements.

1.6 Community Gardening

Extensive information on community gardening resources is available at:

American Community Gardening Association: <http://www.communitygarden.org>

Appendix J:

Heritage Section Contact Information

Potential tourism partners	Phone	Email
Border Air Museum	(520) 364-2478	ginny.jordan@douglasaz.gov
Douglas/Williams Museum	(520) 364-7370	
Douglas Arts Association	(520) 364-6410	
Douglas Chamber of Commerce	(520) 364-2477	
Douglas Visitor Center	(520) 364-2478	info@douglasaz.gov
Grand Theater	(520) 364-6144	Gallardo1@mindspring.com
Gadsden Hotel	(520) 364-4481	robin@hotelgadsden.com
Douglas Library	(520) 364-3851	Victoria.yarbrough@douglasaz.gov
Cochise College	(520) 515-0500	
DUSD	(520) 364-2447	
Douglas Gun Club	(520) 805-0293	webmaster@douglasgunclub.org
City of Douglas	(520) 364-2496	Chuck.Ebner@douglasaz.gov
Bisbee Visitor Center	(520) 432-3554	info@discoverbisbee.com

Bisbee Chamber of Commerce	(520) 432-5421	chamber@bisbearizona.com
Tombstone Visitor Center	(520) 457-3929	
South Eastern Arizona Governments Organization	(520) 432-5301	rgaar@seago.org
Cochise County Tourism Council	(520) 432-9215	gmotter@co.cochise.az.us
Cochise County Historical Society	(520) 364-5226 (520) 364-7370	
Metro Tucson Convention & Visitor's Bureau	(520) 624-1817	tourtucson@visittucson.org
Southeastern Arizona Bird Observatory	(520) 432-1388	sabo@sabo.org

Appendix K:

Historic Preservation Resources

K.1

Objective: Enhance historical attractions.

Short-term Strategy: Establish taskforce to oversee improvements to historic sites and districts.

Historic Preservation Steering Committees come in many forms. They can be appointed by the city government, be part of a pre-existing non-profit organization, or be part of a non-profit organization created solely for promoting historic district improvements. Government appointed committees tend to have the most resources and are backed by enabling legislation. Non-profit organizations such as the Chamber of Commerce or an organization dedicated solely to preservation can bring more community members to the table and also have many resources available to them. Regardless of the form the Committee takes, having a recognized leader in the preservation process opens many doors to resources such as funding, technical assistance, and advocacy. In some communities, government boards and non-profit organizations work together to maximize resources and results.

A widely accepted model for revitalization through preservation is the National Trust for Historic Preservation's Main Street Program. More informa-

tion about this program can be found on their website or by contacting them directly.

National Main Street Center of the
National Trust for Historic Preservation
1785 Massachusetts Avenue, N.W.
Washington, DC 20036
Main Phone Line: 202.588.6219
General E-mail: mainstreet@nthp.org
www.mainstreet.org

K.2

Mid-term Strategy: Determine priority projects for funding applications.

The first priority for the Committee will be to decide which projects are most important to the revitalization of downtown Douglas. Projects may include providing more signs for historic sites, advertising historic attractions, façade improvements, or building rehabilitation.

This is also the best time to research potential historic sites or districts in the community and begin the designation process. Sites may be eligible for local, state, or federal designation. These various designation process-

es can take many months, so it is important to begin as soon as possible. Generally a property must have obtained historical significance at least 50 years ago to be considered for a historic site designation. Significance can be social, architectural, technological, part of a local, state, or national trend, or associated with the life of prominent figures. For more information on the designation process, contact the State Historic Preservation Office and the National Park Service's National Register of Historic Places.

Administrative Assistant

SHPO

Arizona State Parks

1300 W. Washington

Phoenix, AZ 85007

(602)542-4009

<http://www.pr.state.az.us/partnerships/shpo/shpo.html>

National Register of Historic Places

National Park Service

1201 Eye St., NW

8th Floor (MS 2280)

Washington, DC 20005

Main telephone: 202-354-2213

<http://www.nps.gov/history/nr/index.htm>

K.3

Long-term Strategy: Apply for funding and complete projects.

In addition to direct grants and funding available from various government and non-profit sources, there are also many sources of technical assistance, advocacy, legal assistance, tax incentives, and support.

Technical assistance can come in the form of instructional materials or direct assistance from preservation professionals. Advocacy usually consists of raising public awareness of preservation issues through advertising, or lobbying on behalf of historic properties and organizations. Legal assistance may be provided as advice or representation. Tax incentives are offered by federal and state governments to qualifying properties to assist owners with maintenance costs. A valuable asset available to all members of the preservation community is the support of other preservationists. Through conferences and networking it is possible for professional and citizen preservationists to encourage and help one another with advice and shared resources.

Some assistance is available based on project type, such as providing affordable housing, while some is based on the type of organization applying, such as government or non-profit. Some organizations provide assistance based on project outcomes such as increased tourism. It is important to work closely with assistance sources to ensure that applications are completed properly and by any deadlines required.

Advisory Council on Historic Preservation

The Advisory Council on Historic Preservation maintains a list of useful resources and educational materials here:

<http://www.achp.gov/106course-resources.html>

Federal Investment Tax Credit Program

A 20% investment tax credit coupled with accelerated depreciation for income-producing National Register properties. The State Historic Preservation Office is responsible for reviewing the eligibility of properties as well as rehabilitation plans to ensure their compliance with the Secretary of the Interior's Standards for Rehabilitation.

Contact:

Robert Frankeberger at (602)542-6943

<http://www.pr.state.az.us/partnerships/shpo/taxincen.html>

Historic Preservation Heritage Fund Grant

Available through the Arizona State Parks and State Historic Preservation Office.

Contact:

Vivia Strang

Historic Preservation Heritage Fund

(602) 542-4662

vstrang@azstateparks.gov

Forms:

http://azstateparks.com/grants/downloads/FY2008_Historic_Forms.pdf

Manual:

http://azstateparks.com/grants/downloads/FY2008_Historic_Manual.pdf

Historic Preservation Learning Portal

This searchable database provides information on laws and regulations, policies, articles and literature, news, case studies and best practices, colleagues with specific expertise, training and education opportunities from the best sources.

http://www.historicpreservation.gov/NPS_Portal/user/home/home.jsp

National Park Service Technical Preservation Services

TPS is dedicated to providing state-of-the-art preservation information to the public. Over 150 publications are available, some free of charge.

<http://www.nps.gov/history/hps/tps/index.htm>

Publications:

<http://www.nps.gov/history/hps/tps/publications.htm>

Online Education:

http://www.nps.gov/history/hps/tps/online_ed.htm

Standards and Guidelines:

The Secretary of the Interior's Standards for the Treatment of Historic Properties are all available online. These guidelines serve as the yardstick for preservation efforts and will be used in some funding application processes.

http://www.nps.gov/history/hps/tps/standards_guidelines.htm

Contact:

Express/Overnight Mail:

Heritage Preservation Services

National Park Service

1201 "Eye" Street, NW (2255)

Washington, DC 20005

US Postal Service Mail:

Heritage Preservation Services

National Park Service

1849 C Street, NW (2255)

Washington, DC 20240

Telephone: (202) 513-7270

Web inquiries: NPS_HPS-info@nps.gov

National Register Publications

The National Park Service provides a wealth of information on evaluating, documenting, and pursuing a historic designation. Most are available online.

<http://www.nps.gov/history/nr/publications/index.htm>

National Trust for Historic Preservation

The National Trust brings many resources to the table. They offer technical and financial assistance and host educational programs for citizens and professionals. There are three primary grant programs: the National Trust Preservation Fund, the Johanna Favrot Fund, and the Cynthia Woods Mitchell Fund for Historic Interiors. For further information on assistance and funding available in your area, contact the Western Office. The National Trust website also provides great information at www.preservation-nation.org.

Contact:
National Trust for Historic Preservation Western Office
Anthea Hartig Ph.D., Director
5 Third Street, Suite 707
San Francisco, California 94103
Phone: 415-947-0692
Fax: 415-947-0699
Email: wro@nthp.org
<http://www.preservationnation.org/about-us/regional-offices/western/>

State of Arizona Property Tax Reduction Program
For non-income-producing properties listed on the National Register and a property tax incentive program for income-producing properties. This program is administered by the State Historic Preservation Office in conjunction with the county assessors.

Contact:
Erika Finbraaten at (602)542-6998
<http://www.pr.state.az.us/partnerships/shpo/taxincen.html>

State Historic Preservation Office
The SHPO is a valuable resource for funding, technical assistance, and advocacy. The State Historic Preservation Officer and his staff should be among the first people contacted in the preservation planning process.

Contact:
Mr. James W. Garrison, SHPO
Arizona State Parks
1300 West Washington
Phoenix, AZ 85007
Phone: 602-542-4174
Fax: 602-542-4180
E-mail: jwg2@azstateparks.gov

Deputy: Ms. Carol Griffith
E-mail: cag2@azstateparks.gov
Deputy: Dr. William Collins
E-mail: wsc2@azstateparks.gov

K.4

Objective - Identify a recognizable symbol for downtown revitalization plan.

The logo should use one or more images that embody the look and feel of downtown and that project the vision for Downtown. In creating the logo, the focus should be on impact of the logo on the target market. There are several characteristics of successful logos. Simplicity is paramount. Complex logos should be avoided because they can be expensive to duplicate. A well designed logo can be enlarged or reduced without losing its clarity. Versatility in a logo is also crucial. It must be effective in all types of media. An easily identifiable image is imperative. If the logo can be recalled after only a few exposures, it is a successful one. Lastly, the logo needs to have a positive association. The logo should evoke favorable images for the viewer.

Appendix L: Marketing

A dvertising Methods

L.1 Crafting an advertising strategy

Five decisions must be made in designing an advertising strategy:

- Set advertising objectives (identify target market and timeframe).
- Determine the advertising budget (view as an investment).
- Create the advertising message.
- Select the advertising media (Consider reach, frequency, and impact).
- Evaluate the advertising results.

Reach is the number of people exposed to your message. Frequency is the number of times they are exposed to the message. Impact is the quality of the exposure in terms of consumer response (Koth, 1987).

L.2 Advantages, Disadvantages, and Unique Features of Advertising Methods (Koth, 1987)

Newspaper

Advantages:

Broad reach; nonselective

Permanence of printed word market

Flexible, can change with short notice

Can place ads by topic (e. 9. travel section)

Use eyecatching graphics

Can use coupons to track response

Easy to purchase

Disadvantages:

Nonselective, difficult to reach target market

Consumers don't read all of paper, short attention span

Frequency and color are expensive

No reader involvement

Magazines

Advantages:

Specialized audience

Broad reach; selective

Broad coverage

Regional editions contain advertising at a fraction of national rates

Long lifespan, several readers

Visual impact

Disadvantages:

Requires major budget to be consistent

Color costs more

Long lead time

Direct Mail

Advantages:

- Personalized approach to audience
- selective; measurable
- Often costs less per lead
- Rapid feedback
- Can save if interested

Disadvantages:

- Worthless if list is not carefully selected of good prospects
- Cost per unit can be high
- List maintenance costs are high
- Frequency is expensive
- Some recipients throw away without reading

Outdoor Advertising

Advantages:

- Low, low CPM
- good at building awareness
- High exposure
- Geographically selective
- Can reach customer near point of purchase (depends on business)

Disadvantages:

- Difficult to measure audience response
- Low CPM
- Difficult to attract attention because of competition (driving, other signs)
- Limited message
- Large investment to cover entire market area

Audience may resent intrusion on landscape

Television

Advantages:

- Ability to present product in multisensory dramatic, forceful way
- Viewer spends long time with medium
- Color and motion easy
- Wide geographic coverage

Disadvantages:

- High production costs for smaller budget advertisers
- Only mass media audience
- Expensive to buy time
- Cost prohibits frequency
- Wasted circulation that comes with large audience
- Viewers do not pay full attention
- Long preparation time
- Good time slots may be hard to buy

Radio

Advantages:

- Frequency of message at low cost
- Low cost; emotional involvement Selected Aud (background music)
- Emotional power of voice, music and/or imagination
- Quick and easy to get many stations if reserved in advance

Disadvantages:

- Often fails to get listeners full attention
- Temporary message for listener
- Need for brevity and repetition

Audience fragmented because of on air, short lead
Difficult to measure response

Specialty Advertising

Advantages:

Increase name
Repeated recognition exposure
Reminder for present customers
Goodwill

Disadvantages:

May not notice sponsor
No mention of quality of service
Distribution to those who have no intention to purchase

Preparing for the New Economy: Advertising Strategies and Change in Destination Marketing Organizations

Gretzel, U., Yuan, Y., Fesenmaier, D.R. (2000). Journal of Travel Research, Vol. 39, No. 2, 146-156 (2000)

Information technology, especially the World Wide Web, has had a tremendous impact on the tourism industry over the past years. It is difficult for most destination marketing organizations, however, to keep pace with the evolution of new technologies, the emergence of innovative advertising strategies, the changes in the consumer market, and the growing competition due to increasing globalization. The National Laboratory for Tourism and eCommerce organized a workshop in an effort to identify effective strategies for tourism advertising on the Internet. The results indicated that information technology has led to a number of profound changes in the assumptions underlying communication strategies. It was concluded that the change occurring in the new economy involves a rethinking of who

partners and competitors are and how networks with other organizations can increase organizational capacity to learn. Thus, it is argued that success of destination marketing organizations in the new economy is more about change in approach than technology itself.

L.3 Advertising Opportunities

Local audiences can be targeted for event and attraction promotion, including:

Cochise College students/faculty/staff
RV parks/seasonal visitors
Military personnel/Border Patrol
New residents/homeowners
New businesses
Existing residents/homeowners
Existing businesses

Existing Advertising Opportunities for Douglas, Arizona

Media	Use to Advertise...	Used by Douglas Blank-unknown X- used but opportunities remain +/- fully utilized	Audience National/ Regional/Local
Newspaper	Regional and local attractions; annual events; upcoming events	X	Regional/Local

Magazine	Regional and local attractions; annual events; upcoming events	X	National/Regional/Local
Brochure	Regional and local attractions; annual events	X	Regional/Local
Direct Mail	Upcoming events		Regional/Local
Novelty Item	Regional and local attractions; annual events		National/Regional/Local
Website	Regional and local attractions; annual events; upcoming events	X	National/Regional/Local
Trade Show	Regional and local attractions; annual events		National/Regional
Travel Info Center	Regional and local attractions; annual events; upcoming events	X	Regional/Local
Television	Regional and local attractions; annual events; upcoming events		National/Regional
Radio	Regional and local attractions; annual events; upcoming events		National/Regional/Local

Visual Displays	Upcoming events	X	Regional/Local

Magazines that have highlighted Douglas:

Arizona Highways magazine Nov. 2008 feature on Historic Train Depots (Lowe 2008).

Southern Arizona Regional Visitors Guide (Metro Tucson's Convention and Visitors Bureau 2005).

Websites currently used to advertise Douglas

"Visit Cochise County" site (http://www.visitcochisecounty.com/douglas_arizona.htm)

References

Koth, B. (1988). Evaluating Tourism Advertising:with Cost Comparison Methods Retrieved November 8, 2008 from Michigan State University Extension Tourism Educational Materials Website: <http://web1.msue.msu.edu/imp/modtd/33710083.html>

Lowe, Sam. (2008). Last Stop! Arizona Highways, 84 (11), 38-43.

Metro Tucson's Convention and Visitors Bureau. (2005). The Southern Arizona Regional Visitors Guide, Fall/Winter 2005. Tucson, AZ: Madden Preprint Media.

Appendix M: Tourism

M.1 Current Tourist Amenities

Historic Attractions:

Gadsden Hotel - 1046 G Avenue
Grand Theater - 1139 N G Avenue
Douglas/Williams House - 10th St. and D Avenue
El Paso and Southwestern Railroad Depot - 300 14th St.
Slaughter Ranch Museum - east on 15th Street, continue 15 miles on Geronimo Trail
Douglas International Airport – east of Douglas

Parks/Outdoor Recreation Areas:

Visitor Center Park
Paseo de las Americas
Castro Park
Speer Park
Downtown Park
Airport Park
Causey Park
Veteran's Park
Douglas Wildlife Zoo
Douglas Municipal Golf Course

Local cultural facilities:

Border Air Museum - 3200 E. 10th Street
Douglas/Williams Museum - 10th St. and D Avenue
Douglas Arts Association Gallery - 625 E 10th St.
Grand Theater (in renovation) - 1139 N G Avenue

Secondary amenities:

Lodging

Gadsden Hotel - 1046 G Avenue
Motel 6 - 111 E. 16th St.
Travelers Motel - 1030 E. 19th St.
Border Motel - 1725 A Avenue
Loma Douglas Motel - 1303 F Avenue
Vermont Hotel - 534 E 11th St
Price Canyon Ranch – East Highway 80 to mile marker 400

Restaurants

Grand Café – 1119 G Avenue
A Avenue Café - 1202 A Avenue
El Alamo Restaurant -1449 G Avenue
Gadsden Hotel Restaurant & Tavern - 1046 G Avenue
Jalisco Café - 353 E. 10th Street
Patty's Tortilla Factory - 537 E. 9th Street

M.2 Potential new tourist attractions

Events

Participants at the October 30, 2008 public meeting suggested the following events:

- Christmas activities: santa photos, children's concert, other concerts
- Murder Mystery weekends at the Gadsden Hotel
- Car shows
- Special theme weekends: Miners' Days, Baseball weekend
- Cycling events
- Mexican movies
- Mexican music festivals

Literature about developing tourism in small towns suggested developing street festivals, and inviting music performers and visual artists to occupy downtown spaces (Leinberger 2005).

Tours

Participants at the October public meeting also supported the development of tours, particularly historic sites tours and natural heritage tours.

The tourism literature suggests the use of walking tours of local historic sites, multiple town tours (perhaps with Agua Prieta, Elfrida, or Portal), regional assets tours or ecotours (Leinberger 2005).

Cultural facilities

New cultural facilities will support a vibrant downtown, if they are accessible, and can support demand for other attractions (e.g. hotels, restaurants). Recommended cultural facilities include performing arts centers, movie theaters, museums, historic sites and buildings, and night clubs

(Leinberger 2005).

Leinberger, C. B. (2005). Turning Around Downtown: Twelve Steps to Revitalization. Washington, DC: Brookings Institute.

M.3 Tourism Resources

Tourism initiatives:

Tourism initiatives can be pursued for a variety of tourism sectors: ecotourism, heritage tourism, agritourism, aerotourism, and rails to trails. Considerations are discussed for each of these below.

Ecotourism: considerations

Ecotourism, or nature-based tourism, involves simply viewing native plants and animals in an area. Ecotourism can be supported by official tours or guides or merely by advertising the natural amenities in your region. Ecotourists have been described as higher-spending markets and have been identified as having a higher-than-average income (over \$50,000). Considerations for pursuing an ecotourism initiative should include that ecotourists are particularly interested in supporting businesses with environmental sensitivity (Wight 1997) and that they prefer a varied experience that includes nonecotourism opportunities.

Examples of Ecotourism Strategies and Plans:

Province/State

Queensland, Australia

www.tq.com.au/shadomx/apps/fms/download.cfm?file_uuid

County/District

Cumberland County, New Jersey, USA

www.co.cumberland.nj.us/business/eco-tourism

Town

Townsville, Queensland, Australia

www.townsville.qld.gov.au/wwwdocs/nad/_doc/ecotourism

Protected Areas

Danube River Wetlands, Bulgaria

www.ecotourism.bulgariatravel.org

Mayon Volcano National Park, Philippines

www.mayonecotourism.ph

Flora/Fauna

Wild Horses, United States

www.whoanm.org

Other Ecotourism Resources:

Ecotourism.org – International Ecotourism Society

Ecotourismceds – Center on Ecotourism and Sustainable Development:
certification

handbooks, codes of conduct, “green” tourism

Tropiceco.com – ecotourism ethics, planning

Ecotour.org – ecotourism as part of Conservation International

Heritage tourism: considerations

Heritage tourism is traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past. It is a common reason for leisure travel, and can be supported by towns with historic sites, oral histories, and unique places in history.

Other Heritage Tourism Resources:

<http://www.nal.usda.gov/ric/ricpubs/tourism.html#heritage>

Agritourism: considerations

Agricultural tourism allows farm operators to increase income through a variety of service initiatives. These might include farm demonstrations, harvest festivals, farm vacations, school group tours, hay rides, pick-your-

own crop harvests, bed and breakfasts, campgrounds, or crop mazes. Many U-pick stands are located near Willcox, demonstrating the feasibility of this type of tourism for the region (Leones et al. 2002). Location of a U-pick stand or a farmer’s market in downtown Douglas could promote agritourism and downtown activity.

Other Agritourism Resources:

<http://www.nal.usda.gov/ric/ricpubs/tourism.html#agritourism>

Aerotourism: considerations

Aero-tourism, the concept of getting pilots and passengers from a local airport to surrounding areas of interest, is a relatively new market niche in the tourism industry. The Douglas airport was identified at the public meeting as one of Douglas’s great tourist attractions.

Rails to Trails: considerations

Abandoned railroads can be converted into trails, with the help of a Rails to Trails initiative. Current research suggests that converting an abandoned rail corridor to a trail actually tends to clean up the landscape and attract people who use the trail for recreation and transportation.

Other Rails to Trails Resources:

<http://www.nal.usda.gov/ric/ricpubs/tourism.html#railandtrail>

Secondary amenities: considerations

A survey of general tourists and ecotourists found that while a slight majority require conventional accommodation (hotels, motels), they also selected a range of other camping and fixed roof options (Wight 1997). Ecotourists in particular preferred cabins, lodges/inns, camping, bed and breakfasts, or ranches. There are resources available for starting B&Bs: <http://web1.msue.msu.edu/imp/modtd/33420030.html> (Olson, Wanda; Alexander, Harold; Koth, Barbara; Parliament, C. 1987. Michigan State University Extension)

<http://www.nal.usda.gov/ric/ricpubs/tourism.html#BandB>

Additional resources:

<http://www.nal.usda.gov/ric/ricpubs/tourism.html>

Economic impact of tourism – pros and cons: <https://www.msu.edu/course/prr/840/econimpact/pdf/ecimpvol1.pdf> (Daniel J. Stynes. 2008)

Susan Harden, Al Zelinka - Placemaking on a Budget (PAS 536): Improving Small Towns, Neighborhoods & Downtowns Without Spending a Lot of Money

Published by APA Planning Advisory Service, 2006

Wight. P.A. (1997). Ecotourism accommodation spectrum: does supply match the demand? *Tourism Management*, 18 (4), 209-220.

Leones, J., Dunn, D., Worden, M., Call, R.E. (2002). Agricultural Tourism in Cochise County, Arizona Characteristics and Economic Impacts. Retrieved November 8, 2008 from Michigan State University Extension Tourism Educational Materials Website: <http://web1.msue.msu.edu/imp/mod-td/33839801.html>.

Calendar of Douglas events.

Month	Event	Event Site
February	Gun Show	County Fair Grounds
March	Air Show	Douglas Airport
April	Horse Races	County Fair Grounds
May	Cinco de Mayo	Gadsden Hotel
	Car show	Castro Park
June	Softball Tournament	Veterans Memorial Park
	Junior Rodeo	County Fair Grounds

July	4th of July Parade	Veterans Memorial Park/G Ave
	Softball Tournament	Veterans Memorial Park
August	Monsoon Softball Tournament	Veterans Memorial Park
September	Labor Day Golf Tournament	Golf Course
	Douglas Fiestas Celebration and parade	Veterans Park
	Cochise County Fair	County Fair Grounds
October	Relay for Life	Copper King Stadium
	Cochise County Cycling Classic	
	Halloween Trick or Treating	G Ave
	Two Flags Art Show	
November	Veterans Day parade	3rd Street and G Ave
	Christmas Light parade	G Ave

Appendix N:

Plan Administration Resources

Arizona Revised Statutes relating to Redevelopment Commissions

ARS § 36-1474. Powers of municipalities

A. Every municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this article, including the following powers in addition to others granted by this article:

1. To prepare or cause to be prepared redevelopment plans and to undertake and carry out redevelopment projects within its area of operation.
2. To arrange or contract for the furnishing or repair, by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities or other facilities for or in connection with a redevelopment project, and anything to the contrary contained in this article or any other provision of law notwithstanding, to agree to any conditions that it deems reasonable and appropriate attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a redevelopment project, and to include in any contract let in connection with a redevelopment project, provisions to fulfill the conditions as it deems reasonable and appropriate.
3. Within its area of operation:
 - (a) To purchase, lease, obtain options upon, acquire by gift, grant, bequest, devise, eminent domain or otherwise, any real or personal property or any interest in the property, together with any improvements on the property, necessary or incidental to a redevelopment project.

(b) To hold, improve, clear or prepare for redevelopment any such property.
(c) To sell, lease, exchange, transfer, assign, subdivide, retain for its own use, mortgage, pledge, hypothecate or otherwise encumber or dispose of any real or personal property or any interest in the property in a redevelopment project.

(d) To enter into contracts with redevelopers of property containing covenants, restrictions and conditions regarding the use of the property for residential, commercial, industrial, recreational or other purposes or for public purposes in accordance with a redevelopment plan and the other covenants, restrictions and conditions as the municipality deems necessary to prevent a recurrence of conditions that qualify an area as a slum or blighted area or to effectuate the purposes of this article. A municipality may not exercise the power of eminent domain unless the municipality makes a separate determination by a two-thirds vote of the local governing body that the property is critical to the project and the existing use of the property is not compatible with the proposed use and cannot be incorporated into or excluded from the proposed redevelopment project.

(e) To make any of the covenants, restrictions or conditions of the foregoing contracts covenants running with the land and to provide appropriate remedies for any breach of these covenants or conditions, including the right in the municipality to terminate these contracts and any interest in the property created pursuant thereto.

(f) To borrow money and issue bonds and provide security for loans or bonds.

(g) To insure or provide for the insurance of any real or personal property or operations of the municipality in a redevelopment project of the municipality against any risks or hazards, including the power to pay premiums on the insurance.

(h) To enter into any contracts necessary to effectuate the purposes of this article.

No statutory provision with respect to the acquisition, clearance or disposition of property by public bodies shall restrict a municipality in these functions with respect to a redevelopment project, unless the legislature specifically so states.

4. To invest any redevelopment project funds held in reserves or sinking funds or any redevelopment project funds not required for immediate disbursement, in property or securities in which savings banks may legally invest funds subject to their control and to redeem the bonds which have been issued pursuant to section 36-1481 at the redemption price established therein or to purchase the bonds at less than redemption price, all bonds so redeemed or purchased to be cancelled.

5. To borrow money and to apply for and accept advances, loans, grants, contributions and any other form of financial assistance from the federal government, the state, county or other public body or from any sources, public or private, for the purposes of this article, to give such security as may be required and to enter into and carry out contracts in connection therewith. Notwithstanding any other law, a municipality may include in any contract for financial assistance with the federal government for a redevelopment project conditions imposed pursuant to federal law the municipality deems reasonable and appropriate and which are not inconsistent with the purposes of this article.

6. Within its area of operation, to make or have made all surveys, appraisals, studies and plans, including the preparation of a general plan for the development of the municipality, necessary to carry out the purposes of this article and to contract or cooperate with any and all persons or agencies, public or private, to make and to carry out the surveys, appraisals, studies and plans.

7. To prepare plans and provide reasonable assistance for the relocation of families displaced from a redevelopment project area to the extent essential for acquiring possession of and clearing the area or parts of the area to permit the carrying out of the redevelopment project.

8. To appropriate funds and make expenditures necessary to carry out the purposes of this article and to make expenditures from funds obtained from the federal government without regard to any other laws pertaining to the making and approval of appropriations and expenditures.

9. To exercise all or any part or combination of powers granted by this section.

B. A municipality must notify each owner of real property located within the boundaries of a proposed redevelopment project area of the time, date and location of a public meeting concerning the proposed adoption of the redevelopment plan if the municipality intends to acquire that owner's property or any interest in that property. The municipality must provide this notice by first class mail to the address stated on the most recent records of the county assessor.

C. The designation of an area as a slum or blighted area terminates ten years after this designation unless substantial action has been taken to remove the slum or blighted conditions. The termination does not affect existing projects as described in section 35-701, paragraph 8, subdivision (a), item (xiv) that are within that designated area.

ARS § 36-1475. Delegation of powers of municipalities

In undertaking redevelopment projects under this article, every municipality, by resolution of its governing body, may delegate to the slum clearance and redevelopment commission of the municipality, if any, created by it pursuant to section 36-1476, as an agent of the municipality any or all of the powers conferred upon municipalities by this article except the power to borrow money, issue bonds, acquire and dispose of real property, enter into contracts with the federal government or any public body, prepare a general plan for the development of the municipality or approve redevelopment plans.

ARS § 36-1476. Slum clearance and redevelopment commission

A. In addition to the other powers conferred by this article a municipality by resolution of its governing body may create a slum clearance and redevelopment commission, which shall be an agent of the municipality for the exercise of powers of the municipality under this article.

B. If the governing body of a municipality adopts a resolution as described in subsection A of this section, the mayor, by and with the advice and consent of the governing body, shall appoint a board of commissioners for the slum clearance and redevelopment commission, which shall consist of five commissioners. Three of the commissioners first appointed pursuant to this article shall be designated to serve for terms of one, two and three years respectively and two commissioners shall be appointed for four years each, from the date of their appointment. After the initial appointment of commissioners, members of the commission shall be appointed for a term of office of four years, except that all vacancies shall be filled for the unexpired term.

C. A commissioner is not eligible to receive compensation but is eligible to receive reimbursement of expenses. Each commissioner shall hold office until a successor has been appointed and has qualified. A certificate of the appointment or reappointment of any commissioner shall be filed with the clerk of the municipality and is conclusive evidence of the due and proper appointment.

D. The powers delegated by a municipality to a slum clearance and redevelopment commission shall be exercised by the commissioners. A majority of the commissioners constitutes a quorum for the purpose of conducting business and exercising the powers of the commission and for all other purposes. Action may be taken by the commission upon a vote of a majority of the commissioners present. Any person may be appointed as a commissioner if the person resides within the area of operation of the commission and is otherwise eligible under this article.

E. The mayor shall designate a chairman and vice-chairman from among the commissioners. A commission may be authorized by the local governing body to employ an executive director, technical experts and other

officers, agents and employees, permanent and temporary, as it requires and to determine their qualifications, duties and compensation. For legal services a commission may, with approval of the mayor, call upon the chief law officer of the municipality or it may be authorized by the local governing body to employ its own counsel and legal staff. A commission shall file a report of its activities with the local governing body periodically as the local governing body requires, but at least once a year, and shall make recommendations regarding additional legislation or other action that may be necessary to enable it to carry out the purposes of this article.

F. For inefficiency or neglect of duty or misconduct in office, a commissioner may be removed by the mayor, but a commissioner shall be removed only after a hearing and after the commissioner has been given a copy of the charges at least ten days prior to the hearing and had an opportunity to be heard in person or by counsel.

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